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Annual report of the Executive Director of the World Food Programme, 2000

Note by the Secretary-General

The Secretary-General has the honour to transmit to the Economic and Social Council the annual report of the Executive Director of the World Food Programme for 2000.

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Programme Alimentaire Mondial
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Programa Mundial de Alimentos

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Annual Report of the Executive Director: 2000

Note to the Executive Board

The Secretariat invites members of the Executive Board who may have questions of a technical nature with regard to this document to contact the WFP staff members listed below, preferably well in advance of the Board's meeting.

Director, Strategy and Policy Division (SP):	Ms D. Spearman	tel.: 066513-2600
Senior Adviser, Policy Service (SPP):	Ms R. Jackson	tel.: 066513-2562

Note on Documentation

Pursuant to General Rule VII.2, each year the Executive Director submits an Annual Report to the Executive Board for its approval.

The 2000 Annual Report of the Executive Director is structured around the common format for Annual Reports of Funds and Programmes, in accordance with General Assembly resolution 48/162. The Report also continues to adhere to the guidelines set forth by the Executive Board to the Secretariat.

Furthermore, in line with General Assembly resolution 53/192, issues arising from implementation of the Secretary-General's Reform Programme, the Triennial Policy Review and the follow-up to international conferences have been incorporated. Section II of this report serves as the Annual Report of the Executive Board to ECOSOC and the FAO Council.

The financial and tonnage data in this document are provisional. They represent WFP management's best estimate based on information currently available.

Contents

	Page
FOREWORD BY THE UNITED NATIONS SECRETARY-GENERAL AND THE FAO DIRECTOR-GENERAL	10
PREFACE BY THE EXECUTIVE DIRECTOR	11
GENERAL NOTES	12
	Paragraphs
SECTION I: 2000 IN REVIEW	**1–64**
83 million beneficiaries	1–8
Natural disasters	9–14
Conflict and civil unrest	15–27
Development activities	28–34
Innovative approaches	35–42
Progress on decentralization	43–47
Building staff and institutional capacity	48–58
Improved accountability	59–64
SECTION II: ACHIEVEMENTS IN 2000	**65–182**
Implementation of the Reform Programme of the Secretary-General and the Provisions of the Triennial Policy Review	**65–150**
A. Structures and Mechanisms	65–69
B. Funding and Resources	70–83
C. Resident Coordinator (RC) System	84–88
D. Implementation of the Common Country Assessment (CCA) and the United Nations Development Assistance Framework (UNDAF)	89–94
E. Harmonization of Programmes	95–113
F. Gender Mainstreaming	114–121
G. Gender Balance	122–125
H. Capacity-building	126–133
I. Common Premises and Services	134–138
J. Cooperation with the World Bank	139–143
K. Monitoring and Evaluation	144–150
Follow-up to International Conferences	**151–165**
Jomtien + 10: World Education Forum	152–154
Take-home Rations for Girls	155
Beijing + 5: The Women's Summit	156–157
Copenhagen + 5: The Social Summit	158–159
The World Food Summit	160–165
Humanitarian and Disaster Relief Assistance	**166–182**
Preparedness and Response	168–174
Security	175–182

Annexes and Maps

ANNEXES

			Page
I	WFP Organizational Chart		52
II	WFP Global Food Aid Profile, 1995–2000		53–54
III	WFP Operational Expenditures		55–66
	Table 1:	WFP Operational Expenditures by Region and Programme Category, 1997-2000	55–60
	Table 2:	WFP Operational Expenditures by Country, Region and Programme Category, 1997–2000	61–64
	Table 3.A:	WFP Operational Expenditures for Development Projects and Relief Operations by Country Special Status Category, and Region, 1997–2000	65
	Table 3.B:	WFP Operational Expenditures for Development Projects by Country Special Status Category, and Region, 1997–2000	66
IV	Map of WFP Operational Expenditures by Region and Type, 2000		67
V	Contributions		68–69
	Table A:	Total Confirmed Contributions for 2000 by Donor	68
	Table B:	Major Donors to WFP by Type of Contribution, 2000	69

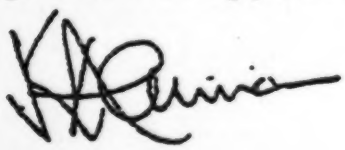
Foreword

For many people around the world, going to bed hungry is part of their daily routine. But hunger and malnutrition are not inevitable, nor are they acceptable. We have the knowledge, technology and resources to make great strides in the war against hunger. Our goal for the new century must be a world in which all people have access to the food they need.

To realize this goal, the link between hunger and poverty must be better understood. Hunger is caused by poverty, but it also keeps people poor. Currently, the World Food Programme is working to draw the attention of the international community to the necessity of incorporating food security issues into the heart of poverty eradication programmes. Yet if we are to halve the number of undernourished people in the world by 2015--the target agreed upon at the World Food Summit and reiterated in the Millennium Report—then more needs to be done, and our efforts must include everyone.

This report from the Executive Director of the World Food Programme describes what the WFP has done over the past year to meet this goal. It also shows how WFP has strengthened its preparedness to respond to emergencies, while maintaining a strong commitment to development programmes.

Today, we live in a world enriched by technological splendour, where the possibilities for intercontinental travel and telecommunications expand daily. In such a world, allowing hundreds of millions of people to go without the food they need to survive is absolutely unacceptable. We must work to realize a world free from hunger, one in which no one will go to bed on an empty stomach.



Kofi A. Annan
Secretary-General
United Nations

Jacques Diouf
Director-General
Food and Agriculture Organization
of the United Nations

Preface

In 2000, the world's poorest nations were repeatedly hit by both natural and man-made emergencies. From flooding in western Bangladesh and West Bengal in India to the collapse of the peace process in Sierra Leone, the number of humanitarian hot spots around the world demanding help from WFP and the international community continued to rise.

Natural disasters now account for one third of all WFP food aid. In 2000, the Programme's support for victims of emergencies caused by natural disasters rose by 20 percent compared with 1999. In the four-year period 1997–2000, the number of drought victims assisted by WFP more than quadrupled. In 2000, more than 100 million people in more than 20 countries were severely affected by drought.

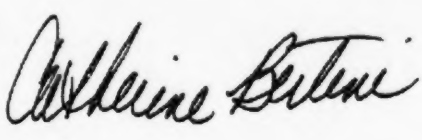
WFP assistance to victims of man-made disasters, such as conflict and civil unrest, increased as well, and now accounts for almost half of the Programme's total expenditures.

Although the world's poorest suffer greatly in the ever-increasing number of crises, events in 2000 proved that international aid can make a difference when resources are provided in time. In Africa, severe drought in the Horn threatened the lives and livelihoods of more than 16 million people. At the same time, most of the countries in the region were also dealing with the consequences of civil strife. Such a combination of natural and man-made emergencies not only has a major impact on the poorest, but all too often can prevent the humanitarian relief community from reaching those in desperate need of assistance.

The United Nations Secretary-General's timely intervention and the quick response of donors averted an African crisis of immense proportions. WFP, with other United Nations agencies, showed that a massive relief effort could prevent a famine and save millions of lives.

While the response to international emergencies has been generous, it is worrying that the resources made available for long-term development efforts continue to decline. In 2000, development accounted for only 14 percent of WFP's overall expenditures. This is the lowest level of development funding in 23 years.

WFP is working throughout the world to make a difference in the lives of millions of hungry poor. This is possible because of the commitment and courage of WFP's staff to reaching people in need, fighting against hunger—and winning.



Catherine Bertini
Executive Director

General Notes

All monetary values are in United States dollars (US$), unless otherwise stated.

One billion equals 1,000 million.

All quantities of food commodities are in metric tons, unless otherwise specified.

Low-income, food-deficit countries (LIFDCs) include all food-deficit (i.e. net cereal-importing) countries with a per capita gross national product (GNP) not exceeding the level used by the World Bank to determine eligibility for International Development Association (IDA) assistance (US$1,460 in 1998). In 2000, 78 countries were classified by the Food and Agriculture Organization (FAO) as LIFDCs.

The United Nations category of least-developed countries (LDCs) includes "those low-income countries that are suffering from long-term handicaps to growth, in particular low levels of human resource development and/or severe structural weaknesses". In 2000, 48 countries were classified by the United Nations General Assembly as LDCs.

The designations employed and the presentation of material in this publication do not imply the expression of any opinion whatsoever on the part of WFP concerning the legal status of any country, territory, city or area or of its authorities, or concerning the delimitation of its frontiers.

ACRONYMS USED IN THIS DOCUMENT

ACC	Administrative Committee on Coordination
BWIs	Bretton Woods Institutions
CAPs	Consolidated Appeals Processes
CARE	Cooperative for American Relief Everywhere
CCA	Common Country Assessment
CCPOQ	Consultative Committee on Programme and Operational Questions
CDF	Comprehensive Development Framework (World Bank)
CIDA	Canadian International Development Agency
CIS	Commonwealth of Independent States
COMPAS	Commodity Movement, Processing and Analysis System (WFP)
CP	Country Programme
CSO	Country Strategy Outline
DANIDA	Danish International Development Assistance
DFID	Department For International Development (United Kingdom)
DFMS	Deep Field Mailing System
DGO	Development Group Office
DOs	Designated Officials
DPPC	Disaster Prevention and Preparedness Commission (Ethiopia)
ECOSOC	Economic and Social Council of the United Nations
EMOP	Emergency operation
EMS	Evaluation Memory System
ERT	Emergency response training
ETNet	Enhanced Telecommunications Network
FAC	Food Aid Convention
FAO	Food and Agriculture Organization
FFW	Food-for-work
FIVIMS	Food Insecurity and Vulnerability Information and Mapping Systems
FMIP	Financial Management Improvement Programme (WFP)
GNP	Gross National Product
GPS	Global Positioning System
IASC	Inter-Agency Standing Committee (United Nations)
IDA	International Development Association

IDP	Internally Displaced Person
IFAD	International Fund for Agricultural Development
IFI	International financial institution
IRA	Immediate Response Account (WFP)
ISP	Institutional Strategy Paper
JLC	United Nations Joint Logistics Centre
JPO	Junior Professional Officer
LDC	Least Developed Country
LIFDC	Low-Income, Food-Deficit Country
LOU	Letter of Understanding
M&E	Monitoring and Evaluation
MOTS	Minimum Operational Telecommunications Standard
MOU	Memoranda of Understanding
NGOs	Non-governmental organizations
OCHA	Office for the Coordination of Humanitarian Affairs
OEDA	Office of Internal Audit (WFP)
OEDI	Office of the Inspector-General (WFP)
OIOS	United Nations Office of Internal Oversight Services
OT	Transport and Logistics Division (WFP)
OTL	Logistics Service (WFP)
PDM	Project Design Manual (WFP)
PRRO	Protracted Relief and Recovery Operation (WFP)
RC	Resident Coordinator
RIAS	Representatives of Internal Audit Services
SAP	Systems, Applications and Products in Data Processing (WFP)
SAT	Security Awareness Training
SEAGA	Socio-economic and Gender Analysis
SLA	Sustainable Livelihood Approaches
SMT	Security Management Team
SSA	Special Service Agreement
TC/IT	Telecommunications and Information Technology
TOT	Training of Trainers
UNDAF	United Nations Development Assistance Framework
UNDG	United Nations Development Group
UNDP	United Nations Development Programme
UNESCO	United Nations Educational, Scientific and Cultural Organization

UNHCR	Office of the United Nations High Commissioner for Refugees
UNHRD	United Nations Humanitarian Response Depot
UNICEF	United Nations Children's Fund
UNSECOORD	Office of the United Nations Security Coordinator
UNU	United Nations University
VAM	Vulnerability Analysis and Mapping (WFP)
WFPgo	World Food Programme global office
WHO	World Health Organization

Section I: 2000 in Review

83 MILLION BENEFICIARIES

1. In 2000, WFP assisted 83 million people whose food security was threatened by poverty, natural disasters and/or conflict. The Programme's efforts saved lives and made a lasting difference to poor people throughout the world.

2. As in past years, WFP worked in many difficult and dangerous situations. The contribution of WFP staff who confronted risks and discomfort to help those in need must be acknowledged again in 2000. WFP is thankful that for the first time in nine years, assistance was delivered without the loss of a single life among WFP staff. However, the loss of colleagues in partner agencies and non-governmental organizations (NGOs) has again shown the human cost of humanitarian efforts and has strengthened WFP's determination to do all it can to ensure the security of all humanitarian staff. This is why WFP's Executive Director addressed the United Nations Security Council in February, drawing its attention to security conditions for humanitarian workers and the need to strengthen the United Nations security management system.

3. An important element in improving the security of WFP staff during the year 2000 was the integration of security in WFP planning and training. For example, the inclusion of security in WFP contingency planning initiatives and in the WFP Contingency Planning Guidelines better ensures advanced planning before crises occur. A second example is the emphasis put on security in Emergency Response Training (ERT).

4. WFP's ability to respond to emergencies was enhanced this past year through the more systematic use of contingency planning. Testing of the WFP contingency planning methodology in Zimbabwe and Nigeria provided the Programme with an understanding of how contingency planning can assist in better emergency response, even in countries where WFP does not have a country office. The launching of ERT in 2000, and the further pre-positioning of strategic stocks in the newly established warehouse in Brindisi, enabled WFP to be better prepared to respond quickly and efficiently when needed.

5. In 2000, WFP shipped 3.544 million tons of food—an increase of 3 percent from 1999 and the highest since the record high of 1992. WFP received 12 percent more resources in 2000 compared with 1999. Of the total US$1.75 billion contributed by donors, the vast majority was for emergencies. Unfortunately, the trend of declining resources for development activities continued in 2000. In order for WFP to contribute significantly to the goals set in the United Nations global summits, in particular the World Food Summit, this trend must be reversed.

6. In 2000, the world's poorest nations were again struck by natural disasters and experienced long-standing conflict/civil unrest. Consequently, the level of WFP assistance to victims of natural disasters increased significantly. In 2000, assistance to victims of sudden natural disasters increased over the previous year by 20 percent, and to victims of drought and crop failure by 12 percent. Assistance to victims of such crises now accounts for one third of all WFP food aid. A range of scientific experts forecast that not only will the future bring more natural disasters, but their damage will be greater as people's vulnerability increases.

Catherine Bertini as Special Envoy for the Drought in the Horn of Africa

In March 2000, the Secretary-General appointed WFP's Executive Director, Catherine Bertini, Special Envoy for the drought in the Horn of Africa. As Special Envoy, Ms. Bertini conducted three missions to the region to highlight the dimensions of the crisis and help ensure a well-coordinated and effective response to it. The Special Envoy was instrumental in mobilizing substantial resources, including over 1 million tons of food aid, to address the food and non-food needs of some 16 million affected people. As the food security situation in the Horn of Africa remains precarious into 2001, the Special Envoy has continued to highlight the need for assistance to support the recovery process there, particularly in underfunded sectors such as livestock and agriculture.

7. Assistance to victims of conflict and civil unrest increased in 2000 by 7 percent compared with the year before and now accounts for almost 50 percent of WFP's total expenditures.

8. A description of some of WFP's more challenging emergency operations are found below.

NATURAL DISASTERS

9. The worst floods in forty years hit South and South East Asia. WFP provided emergency food to 900,000 victims of floods in **Cambodia, Laos** and **Viet Nam** and to 75,000 people in **Bangladesh.**

10. Other countries in South and Central Asia also experienced the worst drought in many years, and relief food was provided to 2.6 million people in **Afghanistan, Armenia, Georgia, India, Iran, Pakistan** and **Tajikistan.**

Floods in Asia

Floods are not a new phenomenon in Asia, and for many years WFP has assisted flood victims in this part of the world.

In 2000, however, the severe flooding of the Mekong River affected an estimated 8 million people in Cambodia, Laos and Viet Nam, requiring an even greater effort than in previous years. WFP started out with emergency food aid to some 900,000 beneficiaries. In the second stage of the operation, the Programme continued to respond to the changing needs of the affected population while at the same time shifting the focus to rehabilitation of local infrastructure damaged by flooding through food-for-work schemes (FFW).

The situation seemed under control until the end of September 2000, when abnormally high rainfall in the neighbouring state of West Bengal in India caused extensive flooding in southwest Bangladesh. An estimated 2.7 million people were affected by the flood, the first in that area in 60 years. Owing to a lack of outlets for the water and to siltation of drainage channels, large areas of land were left under stagnant water. This prevented some 1.4 million people from returning to their homes, and caused widespread loss of employment for the poorest in the agriculture and infrastructure sectors. In December 2000, WFP approved an emergency operation to provide general food assistance for 12 months to more than 900,000 flood victims until the next harvest season, when the employment situation is expected to improve.

11. A devastating combination of severe drought, typhoons and economic difficulties left the **Democratic People's Republic of Korea** facing its seventh consecutive year of food shortages. In response, WFP made provisions to assist some 9.4 million people there in 2000.

12. In the **Horn of Africa,** WFP led a massive relief effort and, together with its partners, provided more than 1 million tons of food aid to 11 million drought-affected people.

13. The persistence of drought for the second consecutive year in **Jordan** and **Syria** prompted WFP to provide emergency assistance to 165,000 members of needy rural households in Jordan and to 329,000 destitute Bedouin herders in Syria.

14. In **Mozambique** and **Madagascar**, torrential rains following cyclones Connie and Eline forced nearly 30 percent of the population in the two countries to leave their homes. In Mozambique, some 644,000 flood victims received emergency assistance from WFP, while almost 850,000 people were assisted in Madagascar.

Drought in the Horn of Africa

When severe drought threatened to result in famine in the Horn of Africa, WFP acted early to address food needs there. During the year, the Programme delivered 625,000 tons of food aid into Ethiopia, the country most severely affected by the drought, and facilitated the delivery of an additional 350,000 tons through improvements to the logistics network, including upgrading Djibouti and Berbera ports, rehabilitating roads and importing trucks. However, moving into 2001, WFP and other United Nations agencies faced shortfalls in addressing the rehabilitation and recovery requirements in some of the countries covered by the consolidated appeal for the Horn of Africa (Kenya, Somalia and Tanzania).

CONFLICT AND CIVIL UNREST

15. Following the outbreak of violent clashes in the **Palestinian Territory** in October 2000, WFP organized emergency aid for 170,000 people in the poorest households.

16. In **Angola,** WFP's ability to assist more than 1.5 million people in urgent need of food was hampered by serious breaks in the food pipeline. As a result, the caseload had to be adjusted to meet the requirements of only those in extreme need over the year, pending new pledges.

17. WFP continued to provide support to 2.5 million people (mainly IDPs and refugees) affected by the continued instability in the **Great Lakes region**, through its regional protracted relief and recovery operation (PRRO) and other emergency operations (EMOPs).

18. Increased rebel activity displaced Sierra Leone and Liberian refugees in **Guinea**, as well as the local population. This situation required WFP to distribute relief assistance to 284,000 persons in Guinea, including 150,000 IDPs.

19. The collapse of The Lomé peace process in **Sierra Leone** and the subsequent fighting forced WFP, at times, to halt food deliveries and distributions. This left a significant number of the 946,000 war-affected people who depend on food assistance even more vulnerable.

20. In May/June, Eritreans fleeing fighting between Eritrea and Ethiopia fled to **the Sudan**. This required a revision of the refugee operation there to enable it to cater to an additional 80,000 refugees.

21. In **Ethiopia** and **Eritrea**, the war displaced local populations along the border, requiring WFP to assist 288,000 internally displaced people (IDPs) in Ethiopia and 345,000 in Eritrea.

22. Fighting between rebel factions in the **Democratic Republic of the Congo** continued in 2000, and WFP distributed emergency food rations to more than 830,000 people displaced by the fighting.

WFP in the Great Lakes Region

A WFP team prepared a contingency plan for the Great Lakes region in October 2000, focusing on various possible scenarios: further instability in the whole region; further instability in only parts of the region; and stability, with refugees returning. For each scenario, the team outlined its likely impact on food security and emergency food requirements and established an operational plan, including logistical arrangements, distribution mechanisms, office locations, staffing, security and telecommunications plans, and resource mobilization requirements. The team worked closely with other agencies and briefed donors in Kampala on its findings. In addition to establishing a regional contingency plan, the team used its findings to make the WFP contingency planning guidelines more user friendly and relevant to operations in other areas of the world.

23. WFP delivered emergency food aid in the **Northern Caucasus, Russian Federation,** to more than 227,000 persons affected by violence and forced displacement.

24. In spite of the extremely dangerous situation in **Chechnya, Russian Federation,** WFP and its NGO and national partners reached 110,000 IDPs there.

25. In December, WFP launched a new US$90-million emergency operation in the **Balkans region**. The operation will benefit 700,000 people in **Serbia** who are grappling with spiraling food prices and harsh new economic realities following the conflict there over the last few years. In addition to those in Serbia, 280,000 people in the province of **Kosovo,** 150,000 in **Montenegro,** 68,000 in **Albania** and 7,500 in the **Former Yugoslav Republic of Macedonia** will also receive assistance under the operation.

26. The intensification of the internal conflict in **Colombia** led to a dramatic increase in IDPs. WFP is assisting 230,000 vulnerable persons recently displaced.

27. In **Iraq**, WFP continued to lead food sector activities in the United Nation's oil-for-food programme, monitoring the distribution of a monthly average of some 425,000 tons of food commodities, distributed by the Government in the center/south and by WFP in the north, to about 24 million beneficiaries. In northern Iraq, WFP took measures to expand the scope of its activities, particularly in the area of school feeding and household food security, to reach approximately 700,000 people over the coming year.

WFP in Figures—2000

WFP assisted 83 million of the poorest people in 83 countries

- 36 million victims of natural disasters
- 7 million victims of man-made disasters (wars and civil unrest)
- 18 million beneficiaries in protracted relief and recovery operations (PRROs)
- 22 million people in development programmes

These included:

- 18 million IDPs in 32 countries (including 7 million assisted predominately in a camp situation)
- 3 million refugees in 25 countries

Total quantities of food provided amounted to 3.5 million tons (3.7 when bilateral services are included)

- 649,000 tons for development projects
- 1.958 million tons for emergency operations (EMOPs)
- 936,000 tons for PRROs

Operational expenditure amounted to US$1.49 billion

- 14 percent of operational expenditure was spent for development activities
- 86 percent of operational expenditure was spent for relief activities
- 50 percent of operational expenditure for development was in LDCs
- 91 percent of operational expenditure for development was in LIFDCs (including LDCs)

Contributions reached US$1.75 billion

- 226 million was contributed to development
- 1.07 billion was contributed to EMOPs (including Immediate Response Account [IRA] and Special Operations)
- 381 million was contributed to PRROs
- 70 million was provided for purposes, including Junior Professional Officers (JPOs)

Operational activities in 2000

- 189 development activities in 59 countries with an operational expenditure of US$215.2 million
- 185 emergency operations in 64 countries with an operational expenditure of US$778.7 million
- 93 PRROs in 39 countries with an operational expenditure of US$424.9 million

New commitments approved in 2000

- 2 new Country Programmes, representing an approved resource level of US$227.5 million and 835,383 tons
- 21 new development projects (including activities within approved Country Programmes) and 32 budget revisions with commitments of US$188.8 million and 441,596 tons
- 55 new EMOPs and 16 budget revisions, for a value of US$1.6 billion and 3.2 million tons
- 21 new PRROs and 16 budget revisions, for a value of US$740.8 million and 1.3 million tons

Total—97 new operational activities worldwide

DEVELOPMENT ACTIVITIES

28. The implementation of the Enabling Development policy and the subsequent programme adjustments have been an important learning experience for WFP. In some cases this has led to changes in the geographical focus of programming within a country. In Chad, for example, the newly approved Country Programme (CP) used vulnerability analysis and mapping (VAM) to target the five new prefectures of the Sahelian zone, where food insecurity and the risk of drought are highest. In Bangladesh, VAM techniques were used to identify the most food insecure areas in order to focus better the new Bangladesh Country Programme.

29. In many cases, the implementation of Enabling Development policies altered the thematic focus of WFP activities. One particularly important change was the formalization of WFP's role in disaster mitigation: reducing vulnerability to food insecurity caused by natural disasters. Out of the 11 Country Strategy Outlines (CSOs) and Country Programmes approved by the Executive Board in 2000, 9 included disaster-mitigation activities. In the Sudan, WFP will support water-harvesting to decrease the impact of drought on rural livelihoods and will also undertake contingency planning activities. In Tanzania, WFP will use food-for-work activities to create assets, such as grain stores and access roads, in order to improve long-term food security and at the same time decrease households' vulnerability to drought.

30. WFP's development activities continued to have a direct impact on the effectiveness of emergency response to natural disasters. For example, in Mozambique, WFP used its network of field monitors to obtain rapid reports on the scale of the flood emergency there, and was able to mount an effective response in collaboration with known NGO partners from its development programmes. In Bangladesh, the information WFP had on food-insecure populations served as a critical base for rapid emergency response to the floods in that country.

31. Country offices have also received support for their development programming in the form of all tools and guidelines', being included in the WFP Project Design Manual (PDM). In 2000, WFP issued an updated version of its gender guidelines, and published monitoring indicators. In addition, the Programme conducted reviews of best practices in a variety of key areas, such as participation, monitoring and evaluation (M&E), and VAM. The VAM review, to take one example, developed methods for establishing and monitoring levels of food insecurity at the national and community levels through a process of consultation, workshops and field testing. These methods will form the basis for future VAM activities. Over the course of the review, technical support in analysing food insecurity was provided to nine countries for which Country Strategy Outlines were being prepared.

32. In order to meet the Enabling Development policy objectives, WFP often needs to work in isolated areas where infrastructure is weak and opportunities for partnerships are limited. The Programme has found that it needs to consider a wider choice of partners in order to work effectively under these conditions. However, sometimes such partners have little or no experience using food aid to enhance development. (For example, in WFP's Indonesian and Ethiopian urban activities, new NGO partners were trained in the handling and storage of food and in reporting procedures.) In addition, NGO partners may have mandates that are very different from those of WFP. They may also have a

weaker funding base, making it more difficult for all parties to create lasting partnerships. WFP needs to continue to address these challenges.

33. WFP moved **school feeding** to the forefront of the programme agenda in 2000. Though many approved school feeding activities were not fully funded, WFP school feeding nonetheless reached 12.3 million children in 54 countries in 2000. The Programme acted to attract and retain new resources for its school feeding portfolio by creating a new School Feeding Support Unit within the Strategy and Policy Division. As part of the unit's work, the *School Feeding Handbook* was translated into French and Spanish, and a desk study of previous evaluations of school feeding activities was undertaken to document lessons learned. WFP also produced a number of new publications for internal and external audiences that link education and school feeding. In addition, new partnerships for school feeding were sought with FAO, UNESCO, UNICEF, the United Nations University, the World Bank and the World Health Organization.

34. WFP successfully sought a major increase in donations for school feeding, receiving a new contribution of approximately US$140 million from the United States for school feeding activities in 23 countries. The Canadian Government also approved a grant for US$300,000 for deworming interventions to be undertaken in conjunction with WHO in school feeding activities in several African countries. WFP is pursuing possibilities with other donors for supporting schoolfeeding interventions.

INNOVATIVE APPROACHES

35. The wide range of operational and logistical challenges faced by WFP in 2000 required new approaches to be developed to ensure that people in need could be reached in a timely and effective manner.

36. **Mine action.** WFP took a proactive approach to the prevention of accidents from land-mines in Ethiopia by incorporating demining and mine awareness campaigns for the affected communities in its emergency programmes. Unexploded ordinance and a considerable number of land-mines were preventing the safe return of IDPs. WFP contracted mine experts from the Swiss Federation for Mine Clearance to undertake an assessment of the areas bordering Eritrea. Based on the experts' recommendations, WFP worked with national and international entities to ensure that its target area was demined through the Ethiopia National Mine Action Plan. The Programme also offered its distribution sites as locations for mine awareness activities.

37. **Inter-agency communication systems.** In Mozambique, WFP took a lead role in putting in place a communications system to support flood response for all agencies involved in the operation. The system, comprising four independent networks, provided long-range (Internet, voice and messaging) and short-range (Very High Frequency [VHF] and Deep Field Mailing System [DFMS]) facilities. WFP also developed call-in regimes and maintained radio discipline for all users. In addition, the Programme coordinated the four networks and provided technical support, including programming radios, allocating frequencies, providing equipment specifications and assisting with procurement. These telecommunications services were invaluable for all involved, particularly those lacking the expertise to establish independent telecommunications networks. WFP also took the lead in providing similar services in the Somali region of Ethiopia.

38. **Addressing the Ebola epidemic**. When the Ebola outbreak threatened to curtail relief efforts in Northern Uganda, WFP continued food distributions to hundreds of thousands of displaced people, despite the presence of Ebola cases in the camps and the surrounding area. Special precautionary measures, as recommended by WHO, were introduced, including the use of protective clothing and the placement of additional security at distribution sites for crowd control. These measures enabled WFP, together with volunteers from the communities and NGOs, to continue working in the face of the crisis.

39. **Identifying new access possibilities in remote areas.** In Nepal, the focus of WFP interventions has shifted from relatively accessible areas to more remote mountain districts. Delivery of food to these districts would require airlift operations, thus alternative transportation routes needed to be identified. In order to prevent the expenses associated with air-drops, WFP negotiated access to the new areas with the Chinese Government. Within six months, a convoy of food trucks was, for the first time, negotiating the 1,300 km of highway stretching from Kathmandu in southern Nepal via Chinese territory in Tibet before re-entering Nepal in the north of Humla.

40. **Ensuring the participation of women.** In Afghanistan, the Taliban has an injunction against women working in public, and women cannot travel without a male relative *(maharam)*, usually a husband, father or brother. These injunctions did not discourage WFP Afghanistan, however, from negotiating with the Taliban to hire 600 local women in Mazar-I-Sharif and 300 local women in Herat to carry out a household needs assessment. The rationale for this was that only women could visit households and speak with female members of a family. The injunctions also did not stop WFP full-time female staff from carrying out their monitoring responsibilities; WFP ensured that *maharams* accompanied them.

41. **WFP and HIV/AIDS.** Recognizing that HIV/AIDS is both a cause and a consequence of food insecurity, WFP is addressing the devastating effects of the pandemic on people's food security. In close collaboration with other parties dealing with HIV/AIDS issues, WFP began exploring ways to use food aid to improve the food security of those families—and orphans—who are most affected by HIV/AIDS. For example, in Kenya, the school feeding programme will be modified to provide take-home food rations to families supporting orphans attending school. WFP's interventions will also include prevention activities, including education awareness campaigns carried out by partners, for both WFP beneficiaries and long-haul truckers contracted by the Programme.

42. **WFP-DFID partnership**. In 2000, WFP and the Department for International Development of the United Kingdom (DFID) established a four-year partnership through an Institutional Strategy Paper (ISP), that will provide critical resources to help WFP strengthen institutional capacity and improve systems and operations. Under the partnership, DFID plans to provide WFP with funds to strengthen its capacity in four key areas: responding to emergencies, enhancing the quality of programme management, making greater use of sustainable livelihoods approaches and strengthening governance and accountability.

PROGRESS ON DECENTRALIZATION

43. The decentralization efforts, which began in mid-1996 with the aim of bringing decision-making as close to the beneficiaries as possible, are entering the final stages.

44. A number of important steps were taken in 2000. Attention was given to resolving questions about the decision chain and the blurring of functions among bureaux, cluster offices and country offices. These issues had arisen in the course of WFP's 1999 operations. In 2000, a directive was issued defining the roles of the bureaux, cluster offices and country offices to support smoother decision-making and more effective operations. It was decided in 2000 that the two remaining bureaux in Rome would be moved to the field. The Asia Bureau will relocate to Bangkok, and the Africa Bureau will be split into three bureaux: East and southern Africa, West Africa, and Central Africa. These changes are to be undertaken in 2001.

The New Corporate Information System

45. Another important step in the organizational change process was the launch of the new corporate information system: Systems, Applications and Products in Data Processing (SAP). The design, development and implementation of this system was, by far, the largest and most complex component of the Financial Management Improvement Programme (FMIP) launched by the Executive Director in 1995. Once fully operational, the system will support WFP to work in a decentralized environment and at the same time ensure the flow of management information among the various levels of the organization. The system will also facilitate the management of projects, operations, resources and purch es and the administration of financial and human resources. In addition, it will run the payroll and control financial transactions, and enhance WFP's capacity in both reporting and monitoring.

46. Extensive data preparation was undertaken, as well as data transfer from WFP's previous systems to the new system. WFP invested considerable energy and resources in this area, drawing on lessons learned from other major users of the system, such as the World Bank, UNICEF, the Canadian International Development Agency (CIDA) and private industry. The highly complex data migration required cleaning vast amounts of data and moving it from largely disparate systems into a fully integrated environment.

47. As with any new system, user training in SAP is imperative. End user training was delivered to the more than 300 staff needed for the initial start-up of the system, including staff from Cairo and Managua.

BUILDING STAFF AND INSTITUTIONAL CAPACITY

48. During 2000 there was a growing recognition of the diverse corporate and technical training requirements of WFP and the need to adapt training activities in line with an increasingly decentralized structure. As a result, training efforts intensified at both Headquarters and the field level, and WFP participated in a range of inter-agency initiatives.

49. **Security Awareness Training** (SAT) was conducted throughout 2000 and will continue to ensure that all staff members, including new recruits, can benefit. By the end of 2000, 5,522 staff members had completed the training. In addition, trauma de-briefing

within 72 hours of an incident was made mandatory, and a **Peer Support Programme** was launched, with 60 volunteers already trained.

50. A WFP corporate **Telecommunications and Information Technology (TC/IT) Training Strategy** was developed during 2000. Various workshops and training activities were organized in which WFP standards and procedures were disseminated. More than 70 persons, including WFP staff and colleagues from implementing partners and sister agencies, received training in topics such as VHF-HF communications, ETNet (satellite communications) and Lotus Notes and Networking.

51. The Transport and Logistics Division (OT) carried out 12 training sessions in regional offices during 2000, covering key material contained in the **Transport Manual** published by the division. A training course was developed to target new staff in the field working in logistics. In total, more than 270 staff were trained, of whom well over 50 percent were national staff. The Logistics Service (OTL) will continue to carry out similar training sessions in individual country offices. In another training programme, selected national logistic officers came to Rome for one month to enhance their understanding of HQ structure, systems and procedures. That programme will be fully implemented in 2001.

52. In line with WFP's priority of increasing the quality, efficiency and safety of its rapid response and staff deployment in emergency operations, the Programme developed and launched an **emergency response training (ERT) course**. The ERT was designed around three core components—theory, practice and simulation—in order to promote "knowledge balance of self, task, and team". The training focused on preparing staff members, both individually and as members of WFP's Emergency Response Team, for deployment either in emergency start-up operations or to augment existing operations. The first workshop was held in Sweden and hosted by one of WFP's stand-by partners, the Swedish Rescue Services Agency. Three additional training sessions will be held during 2001.

Building Capacity in Indonesia

In addition to building capacity internally, WFP continued to train counterparts and partners throughout 2000. In Indonesia for example, WFP implemented an intensive training programme to build the capacity of local NGOs as partners in a large urban programme. Fourteen NGOs with varied skills were trained in food logistics, targeting and accounting, greatly facilitating implementation of the programme, which targeted 2.9 million poor and food-insecure people. Each NGO began implementation on a pilot basis, and projects were scaled up as capacities increased. In addition to building NGO capacities as food aid partners, the partnership helped link the WFP-supported programme with complementary NGO health, education, micro-credit and other related schemes, some of which were financed by funds that NGOs had received from the closed-circuit monetization of the food.

53. To support the process of reorienting the **development** portfolio, 145 staff members attended Enabling Development workshops in five locations throughout the world. WFP also produced a curriculum for "Training of Trainers" (TOT) in core skills for Enabling Development, and training will take place in early 2001.

54. In response to the growing need to make more accessible and augment the organization's knowledge base concerning essential **food and nutrition** issues, WFP piloted nutrition workshops. Using the *WFP Food and Nutrition Handbook*, a set of training materials and a five-day course were designed to cover fundamental nutrition

knowledge for WFP staff. The training, conducted with assistance from the Feinstein Famine Centre at Tufts University, in Boston, is organized as a two-tier process, with the first stage focusing on training WFP's regional offices. The second stage will bring nutrition training to country offices in 2001.

55. WFP also reviewed its contractual staffing arrangements for international professional (P1–D1) staff, and a new Indefinite Appointment, together with the new policies and procedures for the management of international professional staff, was approved during 2000 and took effect on 1 January 2001. The new contract and staff rules will ensure the flexibility WFP needs to adjust to changing staffing needs and at the same time provide more equal treatment of staff.

56. In 2000, WFP fully implemented a new type of contract for locally hired field staff, known as the service contract. This new contract provides a more appropriate basis for employing short-term local staff previously hired under non-contractual arrangements and represents an improvement in the conditions of employment for these staff, primarily nationals of developing countries.

57. Use of this new contract, however, does result in a change in the way WFP compiles statistics on aggregate employment. As of 31 December 2000, WFP employed a total of 8,077 staff with a number of different types of contracts, of which 2,533 had a contract of one year or longer. This figure cannot be directly compared against the total employment reflected in the 1999 Annual Report because the total for that year did not include a number of short-term non-contractual local staff now covered by the new service contract. Had the same methodology been used in 1999, total WFP employment for that year would have been 7,165 persons. The increase of 912 persons (12.7 percent) is primarily a result of increases in major emergency operations, including in the Horn of Africa (drought), southern Africa (floods) and East Timor (civil conflict).

58. In 2000, WFP aggressively continued media and advocacy activities that further achieved the Programme's commitment to being a **"voice" for the hungry poor**. Recognizing that its role was not only to provide food aid but also to act as an advocate on hunger issues among donors, the international aid community and the public at large, WFP conducted several key initiatives during the year that were aimed at those audiences. Examples include:

- When floods and a cyclone hit **Mozambique** and **Madagascar** early in the year, WFP spokespeople were among the first on the ground to conduct front-line interviews that revealed the desperate situation of millions stranded and without food. Thanks to an effective media operation, donors responded quickly and generously. Even after the flood waters receded, WFP kept up its media campaign and was able to ensure commitment from donors for reconstruction and rehabilitation.
- When famine loomed over the **Horn of Africa** last spring, WFP's media operation got the word out early about the impending crisis. With the appointment of the agency's Executive Director, Catherine Bertini, as United Nations Special Envoy to the region, the agency was able to place the crisis firmly on the agenda of the international community. The resulting attention prompted a massive response from governments, which allowed WFP and the aid community to prevent a repeat of the devastating famine of 1984–1985.
- In October, WFP presented its inaugural **Food for Life Award** to Ambassador George McGovern and former WFP Executive Director James C. Ingram. The award is given to individuals judged to have made outstanding contributions to the fight against global hunger. Ambassador McGovern and Mr. Ingram were chosen

for their outstanding roles in turning WFP into the world's largest front-line agency in the fight against global hunger.

IMPROVED ACCOUNTABILITY

59. In 2000, the **Office of the Inspector General** (OEDI) carried out 6 inspections and 12 investigations that addressed accountability, decentralization, cash losses, security, utilization of communication facilities, food losses, warehouse management, personnel management and harassment. OEDI also advised country offices on issues arising from the implementation of the United Nations reform, such as common services and premises for United Nations agencies. This included recommendations concerning improved security and protection against fraud and advice on the budgetary implications of common premises.

60. WFP also strengthened cooperation with the United Nations Office of Internal Oversight Services (OIOS) and other inspection and investigation services of the United Nations system. In June 2000, WFP hosted for the first time two important United Nations system oversight meetings, the 31st Meeting of Representatives of Internal Audit Services (RIAS) and the Second Conference of Investigators. The Conference of Investigators assisted OEDI in sharing best practices in fraud prevention and detection, and information on the latest techniques in cost-effective mechanisms that deter waste, fraud and mismanagement.

61. During 2000, the **Office of Internal Audit** (OEDA) strengthened its capacity through the hiring of two additional professional staff members, the issuance of a revised internal audit manual and the introduction of a systems-based approach for country office audits. Outsourced audit services continued to be contracted to assist OEDA staff in the completion of field missions.

62. In addition to the audit work performed at Headquarters, field trips were undertaken to eight countries during 2000 and resulted in the issuance of 793 audit recommendations, together wih 295 audit recommendations relating to field trips undertaken during the last months of 1999.

63. The Executive Board accepted the report of its **Working Group on Governance** and approved measures to strengthen the direction of the Programme in 2000. With the assistance of management consultants, the working group reviewed how the Board functioned and the differentiation between governance and management. To facilitate governance, it proposed four frameworks (strategic, policy, oversight and accountability) and recommended changes to the Board's key decision and information documents. The governance arrangements place a strong emphasis on results throughout the Programme. These arrangements will help focus the Board's task of providing direction and parameters for WFP's work. The Board accepted a suggested schedule for these changes, with their concluding in 2004 with the introduction of the first Annual Performance Report.

64. **Financial management** was strengthened during 2000 through the elimination of backlogs in the processing of financial returns from country offices and close monitoring of country office bank balances. Treasury management was enhanced by regular reporting to and reviews by the investment committee on cash and investment management matters and by the appointment of investment managers. The Financial

Report and Statements presented to the Executive Board as part of the Audited Biennial Accounts included highlights of the financial administration of the Programme and detailed analysis of the financial data contained in the Statements. In addition, reporting on the utilization of donor contributions through Standardized Project Reports was brought up to date during 2000, and all reports for 1999 were issued.

Section II
Achievements in 2000

IMPLEMENTATION OF THE REFORM PROGRAMME OF THE SECRETARY-GENERAL AND THE PROVISIONS OF THE TRIENNIAL POLICY REVIEW

A. Structures and Mechanisms

WFP and the United Nations Development Group (UNDG)

65. In 2000 the UNDG continued its progress toward a reduction in the number of its working groups and priorities. The UNDG's move to establish specific outputs to be achieved within a given time frame for each of the working groups has also helped to rationalize its work procedures. The secondment of a senior staff member from WFP to the Development Group Office (DGO) was continued in 2000.

66. WFP contributed to the UNDG's work on common indicators for coordinated implementation of and follow-up to major United Nations conferences, particularly in the areas of poverty eradication, girls' education and food security.

Lessons learned and challenges ahead

67. WFP supports the growing consensus among United Nations agencies of the necessity of a single common framework for country-level action, based on country ownership and inter-agency partnership. As lessons are being learned from the first generation of the United Nations Development Assistance Framework (UNDAF), more work is needed to develop coherent United Nations Country Teams rather than piecing together individual programmes under the UNDAF.

68. Development and activities are a critical component in crisis and post-conflict situations to ensure a comprehensive and complementary package of assistance. WFP looks forward to working with the UNDG to implement the recommendations of the Brahimi Report, which looks at the interface among peacekeepers and humanitarian and development actors in post-conflict situations. In the course of the follow-up to the Brahimi Report, the Common Country Assessment (CCA) indicators may need to be revisited and the working group on relief-development linkages revived.

Recommendations

69. The Executive Board may wish to:

a) Encourage ongoing efforts to strengthen inter-agency collaboration and United Nations partnerships.

b) Welcome the ongoing UNDG efforts to rationalize working procedures.

c) Encourage efforts to link development and humanitarian activities to prevent and respond to emergency situations.

B. Funding and Resources

Resource Mobilization

70. WFP received 12 percent more resources in 2000 than in the previous year, with a total of US$1.75 billion contributed by donors. Donors gave US$1.07 billion for emergencies. Contributions for protracted relief and recovery operations were US$381 million. Development contributions, however, continued their decline, with only US$226 million received for WFP's development portfolio in 2000. Contributions for Special Operations totalled US$25.8 million. Overall, some 80 percent of the Programme's operational requirements were met in 2000; 84 percent of emergency operations requirements were met, as were 79 percent of PRROs' operational requirements. For development, already a shrinking programme category, only 74 percent of already reduced operational requirements were met. Special Operations also suffered serious shortfalls in 2000, with only 32 percent of operational requirements being met. With regard to local and regional purchases, WFP increased the amount of commodities purchased in developing countries. In 2000, the Programme spent US$134.4 million on commodities from developing countries compared with US$121.6 million in 1999.

71. The Immediate Response Account (IRA) continued to be an essential funding tool, allowing WFP to respond quickly and effectively to emergencies worldwide. In 2000, IRA funds were granted to 21 emergency operations and five special operations, for a total of US$24.5 million. Funds available in the IRA totalled US$33 million by the end of 2000, demonstrating a very positive and welcomed trend of increased donor support.

72. Almost US$413 million were raised for drought operations in the Horn of Africa early on in the crisis there, enabling WFP and its partners in the region to prevent large-scale famine. However, the early and generous donor response to the crisis in Ethiopia contrasts with the response to the crisis in Kenya, where the relief operation was severely underfunded. Donor response to the floods in Mozambique, however, was remarkably generous and fast, with more than US$30 million contributed in 2000. In Asia, donor response to the floods and drought was mixed. Countries such as Cambodia and Afghanistan continued to receive full support, whereas lower-profile countries in Central Asia, such as Armenia, Bangladesh, Georgia, Pakistan and Tajikistan, experienced large shortfalls in their emergency operations.

Donors

73. The top ten donors to WFP contributed 87 percent of all funds to the Programme. WFP strengthened its relationship with several of these major donors in 2000:

- The Government of Japan gave a record donation of US$199.4 million for WFP's emergency operation in the Democratic People's Republic of Korea.
- The United States announced a contribution to global school feeding efforts in 2000, which will provide US$140 million in 2001, offering additional resources for WFP's school feeding projects around the world and boosting WFP's efforts to support development initiatives.
- At the invitation of the Government of Denmark, WFP opened a new liaison office in Copenhagen to increase awareness about WFP activities in Nordic countries and to liaise with the Governments of Denmark, Finland, Iceland, Norway and Sweden.

- The United Kingdom's Institutional Strategy Paper cements the partnership between WFP and the United Kingdom, and provides UK£5 million per year for four years to help WFP attain some of the priorities outlined in its Strategic and Financial Plan.

74. Several non-traditional donors increased their contributions to WFP during the year:

- The African Development Bank contributed US$4.5 million for African relief operations, primarily in the Horn of Africa.
- OPEC increased its contribution to WFP to US$550,000.
- The Government of South Africa responded to the floods in Mozambique with a contribution of US$175,738.
- Andorra, Brunei, Cyprus, Israel, Oman and Qatar also increased their contributions to WFP.
- Some recipient countries made contributions to WFP in addition to their Government Counterpart Cash Contributions or local operating costs. These were: Algeria, China, Colombia, Cuba, Ecuador, Egypt, India, Iran, Jordan, Kenya, Morocco, Nepal, Sri Lanka, Syria and Tanzania.

75. Private donations to the Programme in 2000 reached almost US$5 million, coming primarily from The Hunger Site, US Friends of WFP, Japanese private donors and Italian and South African firms. To help WFP increase contributions from the private sector, the Resource Mobilization Strategy, approved by WFP's Executive Board in October 2000, recommended that the Programme recruit an experienced professional fund-raiser.

Inter-agency Collaboration on Funding

76. WFP collaborated with its sister agencies throughout the year to raise resources. The Programme also participated in all 19 Consolidated Appeals Processes (CAPs). The Executive Director led the international launch of the CAP in Sweden, and a joint FAO/WFP briefing was held to provide Rome-based representatives with information on the mid-term review of the CAP. WFP's Executive Director and the Office of the United Nations High Commissioner for Refugees also made a joint appeal for funds for refugee operations in Africa, where shortages of food and non-food items had become critical.

Resource Mobilization Strategy

77. WFP's Resource Mobilization Strategy outlines a series of measures designed to improve the flexibility, predictability and security of WFP's resources.

78. Predictability for WFP's voluntary resource base has been enhanced by the addition of a few donors, which have already begun to indicate their intention to provide longer-term support to WFP, using their Food Aid Convention (FAC) commitments as a basis for contribution levels; others have increased the proportion of their FAC commitments channelled through WFP. In order to increase WFP's flexibility in terms of the use of resources, efforts are under way to encourage donors to give more multilateral contributions and to reduce the conditions associated with other types of contributions.

Lessons learned and challenges ahead

79. Although 80 percent of WFP's overall requirements were met during 2000, some serious shortages and timing problems occurred. Resources sometimes arrived too late to prevent pipeline breaks and ration cuts for beneficiaries. For example in Kenya, slow donor response resulted in serious food resourcing shortfalls and pipeline problems. At one point during the operation, WFP was able to distribute only 70-percent of the

planned food ration to beneficiaries. In contrast, early confirmation of contributions, as occurred in Mozambique and parts of the Horn of Africa, enabled WFP to respond efficiently and effectively.

80. The presence of development food stocks also played a critical role in several emergency operations in 2000, enabling WFP to provide immediate assistance within hours of a crisis. In Mozambique,WFP was able to build on its existing development programme to launch an immediate response in the aftermath of the floods.

81. Additional resources for development are required to implement the Enabling Development policy approved in 1999. Development resources are also needed to help meet the development targets set out in the United Nations global summits.

82. Several Special Operations faced severe shortfalls in 2000. In many cases WFP's Special Operations facilitate the entire humanitarian community's activities—be it by rebuilding roads and ports to facilitate the speedy delivery of relief, or by providing airbridges to get humanitarian workers and goods to where they are most needed. Special operations also contribute to stimulating local economies and markets through infrastructure development. Early donor support in these areas can actually save money. For example, by repairing roads in time, the high costs associated with flying relief into areas during the rainy season can be greatly reduced. In southern Sudan, road repairs have enabled WFP and other humanitarian agencies to increase the amounts of food moved overland, thereby reducing the reliance on costly air-drops. WFP needs to do more to promote the advantages of Special Operations to the donor community.

Recommendations

83. The Executive Board may wish to:

a) Encourage donors to increase their contributions for development to facilitate the implementation of the Enabling Development policy and assist WFP in meeting the goals set out at the World Food Summit.

b) Urge donors to confirm their contributions to emergency and protracted relief and recovery operations as early as possible, to provide additional predictability and prevent pipeline breaks.

c) Urge donors to increase multilateral contributions and continue their support to the Immediate Response Account.

d) Encourage donors to support Special Operations, which often facilitate the delivery of humanitarian relief by the entire international community.

C. Resident Coordinator (RC) System

84. In 2000, WFP chaired the Inter-Agency Advisory Panel, and played an active role in enhancing the RC competency assessment and selection processes, which were set up to review the suitability of candidates for RC posts. WFP has developed its own internal process to better enable selected staff members to perform effectively in RC assignments. For example, in cases where gaps in managers' skills set have been identified, training is provided on request. In support of the RC system, WFP is committed to developing an appropriate RC competency profile, which includes qualifications for working in both humanitarian and development situations.

85. In 2000 WFP seconded two staff members (one female and one male) as RCs in Angola and the Democratic People's Republic of Korea. Four WFP staff members participated in the RC assessment programme with the aim of increasing WFP staff's participation in the RC system.

Lessons learned and challenges ahead

86. WFP continues to stress the importance of an improved gender and agency balance among RCs. Although the Programme is encouraged by the progress already made, more work is needed in recruiting female RCs and in improving the agency balance in RC selection. Recruitment of external female candidates should be considered an option for achieving gender balance.

87. Although WFP remains committed to the RC system, its capacity to provide staff remains limited owing to the relatively small number of its senior staff members compared with other agencies.

Recommendations

88. The Executive Board may wish to:

a) Encourage all UNDG members to put forward a greater number of candidates with the required profile for Resident Coordinator posts in both development and humanitarian situations.

b) Continue to support UNDG efforts to broaden the pool of RCs.

c) Encourage the UNDG to continue to improve the gender balance among Resident Coordinators.

D. Implementation of the Common Country Assessment and the United Nations Development Assistance Framework

89. From the outset, WFP country offices have participated fully in the UNDAF process. WFP chairs theme groups on issues such as food security, rural development and disaster mitigation in almost one third of the countries where there are WFP development activities. The recent incorporation of the UNDAF in the performance plans and appraisals of RCs should strengthen the CCA/UNDAF process.

90. As a member of the UNDG Executive Committee, WFP has contributed to initiatives designed to enhance the CCA and UNDAF process, such as the CCA/UNDAF Learning Network. The network was set up to develop lessons learned that will guide United Nations country teams in the formulation of CCAs and UNDAFs. Furthermore, at the field level, WFP's VAM provides key inputs for identifying food-insecure areas and people. For example, in Egypt, VAM was a key instrument for gathering and identifying data for the CCA database.

Lessons learned and challenges ahead

91. The CCA/UNDAF has proven to be an effective tool for both agencies and governments to assess the development situation and agree on the principal challenges presented in a country. Country offices have found that the UNDAF has not only helped reduce duplication of efforts by the various development actors, but has also led to increased team spirit and a sense of mutual purpose among United Nations staff.

92. Major constraints, however, include demands on limited staff time and lack of financial resources at both the country level and Headquarters. Workshops, panels, training, thematic groups, focus groups and extended meetings are all part of the CCA and UNDAF processes. Many of these activities do not have separate budgets, however, and require significant staff time.

93. Another major concern is the role in the UNDAF exercise of specialized agencies with no field presence in a given country. Although the participation of specialized agencies and international financial institutions (IFIs) in the UNDAF is voluntary, their technical expertise and other resources can contribute significantly to the UNDAF process. The participation of all agencies needs to be strengthened in order to provide a comprehensive assistance framework. Equally important is the continued support and active participation of governments in the process.

Recommendations

94. The Executive Board may wish to:

a) Urge all partners, and especially specialized agencies, to continue to strengthen partnerships in order to ensure a truly comprehensive approach to development.

b) Encourage the UNDG to identify creative ways for agencies without field presence to participate in the CCA/UNDAF.

E. Harmonization of Programmes

95. WFP continued its efforts, in concert with other UNDG agencies, to harmonize programme cycles. By the end of 2000, some 93 countries had harmonized programme cycles. Ninety percent of programmes scheduled for harmonization will have achieved this goal by 2004.

Partnerships with the Rome-based Agencies

96. Twenty-seven WFP country offices worked with FAO and 13 with the International Fund for Agricultural Development (IFAD) on projects that directly benefited more than 8.7 million people in 2000. This is almost four times the number of beneficiaries from joint projects in 1999. Joint WFP-FAO projects included the provision of food in conjunction with the distribution of seeds during the recovery phase and supporting community infrastructure and agricultural extension activities. In addition, WFP and FAO carried out 25 Joint FAO/WFP Crop and Food Supply Assessment Missions in Africa and Asia during 2000. Projects implemented jointly with IFAD included rural infrastructure development and micro-finance activities.

97. At the Headquarters level, the three agencies met with CARE, DFID and UNDP in March 2000 to explore **sustainable livelihood approaches** (SLAs) to fighting poverty. The agencies agreed to increase awareness of SLA within their agencies; to develop a more flexible framework for the design, implementation and monitoring of SLA-type projects and programmes; and to produce an inter-agency pilot project with training materials to introduce SLA at the country level. In 2001, WFP, in partnership with DFID, will undertake three country studies (Bangladesh, Ethiopia and Nepal) on the use of SLA in development programming, and through technical assistance and training, the Programme is committed to supporting country office initiatives to operationalize SLA.

98. WFP, FAO and IFAD also worked with the City of Rome and the Government of Italy to extend **bilateral debt reduction** to several middle-income developing countries with a high incidence of rural poverty. As a result of this cooperation, two of the five countries identified, Ecuador and Egypt, entered into negotiations with the Government of Italy, agreeing to work with the three agencies in planning and implementing projects towards which funds previously used to service debt could be channelled to increase food security and reduce poverty.

99. In an effort to facilitate a common understanding of food security issues both within and outside the United Nations system, the three agencies finalized a **Guidance Note on Household Food Security and Nutrition**. Intended for field offices, the document identifies multi-sectoral approaches for improving food security and reducing malnutrition. It was presented to the Consultative Committee on Programme and Operational Questions (CCPOQ) in September and distributed throughout the United Nations system to guide policy formulation and field activities. It will be issued in 2001 as an Administrative Committee on Coordination (ACC) Occasional Policy Paper.

100. The Guidance Note was also presented by the Rome agencies at the Special Session of the Economic and Social Council on Eliminating Hunger in the New Millennium. At this session, the heads of the three Rome-based agencies briefed the Council on ongoing activities to improve food security worldwide, stressing the need for all United Nations agencies to work jointly towards implementing the World Food Summit's goal of reducing the number of undernourished people in the world.

Field Collaboration with Other United Nations Agencies

101. WFP collaborated closely with OCHA, UNHCR and UNICEF to further define and put into practical application the concept of a United Nations Joint Logistics Centre (United Nations JLC) facility. The United Nations JLC coordinates logistical assets in large-scale emergencies. It serves as the focal point for the import, receipt, dispatch and tracking of both food and non-food relief commodities, in support of United Nations agencies and other humanitarian organizations. Its activation, location, composition and functions are determined through inter-agency consultation, for each specific emergency.

102. During the Mozambique flood response, WFP led United Nations efforts to put a United Nations JLC in place. The United Nations JLC coordinated 58 planes and helicopters and allocated the 200 boats provided by national militaries or contracted commercially to assist in rescue and relief operations. By establishing a common procedure for all humanitarian organizations to request air transport, prioritizing requests and coordinating with air operators and Mozambican authorities, the United Nations JLC was able to maximize use of air assets to address urgent needs.

103. During 2000, WFP continued to share with other agencies its extensive experience in **emergency telecommunications systems**, setting up regional humanitarian information networks in Ethiopia, Mozambique and the Great Lakes Region, providing access to WFP communications systems, and facilitating coordination on operational and security matters. WFP's well-known DFMS enabled people to communicate via e-mail from remote and often insecure areas. For example, in Northern Uganda, where rebels have forced 80 percent of the population into camps, WFP has a telecommunications center at its sub-office in Gulu, allowing the Programme and its partners to have e-mail capacity. In addition, WFP included other United Nations agency staff and government stand-by partners in its telecommunications training programmes.

104. WFP participated in the **Working Group on Emergency Telecoms and the Inter-Agency Special Interest Group for Telecommunications**, using these venues to advocate for the development of United Nations-wide humanitarian telecommunications standards and to help other agencies establish voice and data networks linking field offices with headquarters and liaison offices. WFP has been active in promoting the Tampere Convention on the Provision of Telecommunication Resources for Disaster Mitigation and Relief Operations. The aim of the convention is to facilitate the use of emergency telecommunications that humanitarian agencies need when responding to emergencies.

Lessons learned and challenges ahead

105. According to a review of WFP country offices, collaboration with Rome-based agencies revealed differences in geographical and beneficiary targeting criteria, as well as weak results-based monitoring and evaluation systems on all sides. It was also noted that there were implementation delays owing to late disbursement of funds, coordination problems between implementing partners and the United Nations agencies and lack of capacity in activity planning, implementation and monitoring. WFP will continue to address these challenges.

106. Establishment of the United Nations JLC in Mozambique demonstrated the benefits of coordinated logistics and how WFP could effectively use its logistical expertise to support overall humanitarian operations. Through this experience, WFP also learned the importance of putting such systems in place in the early stages of an emergency and ensuring that qualified staff to support the centre are seconded from participating agencies. Forging consensus among agencies regarding the appropriate entity to serve as custodian of the United Nations JLC, including maintaining the requisite equipment and supplies and deploying them when needed, is an issue under consideration by the Inter-Agency Standing Committee (IASC). WFP's special capacity in logistics should be taken into account in this regard. Finally, the standardization of telecommunications within the United Nations and its operational partners continues to require attention.

Collaboration with NGOs

107. In February 2000, WFP presented a thematic evaluation of WFP/NGO partnerships to the Executive Board. The evaluation confirmed the importance of partnerships with NGOs and recommended that WFP further expand such partnerships and look for new areas of cooperation.

108. In addition to the yearly NGO consultation in Rome, WFP hosted a second consultation in Managua to further dialogue with NGOs. This consultation included the participation of local NGOs. Participants discussed joint advocacy possibilities and the need for local-level, standardized Letters of Understanding (LOUs) between WFP and NGOs in the field.

109. WFP also undertook the responsibility, on behalf of the IASC, for addressing difficulties in the United Nations-NGO security relationship. With funding from the Danish International Development Assistance (DANIDA), WFP hired a consultant from the NGO community to manage a United Nations-NGO consultative process, aimed at improving joint security management. The first consultation, for the major European NGOs, took place in Geneva in December, and a second consultation, with North American NGOs, in January 2001.

Lessons learned and challenges ahead

110. WFP works with more than 1,200 NGOs. Areas where further work is needed in partnering with them are in:

- establishing better coordination arrangements and perhaps tripartite agreements when dealing with multiple parties (i.e. NGOs and government partners);
- consulting at early stages in the project cycle;
- supporting capacity-building measures, particularly for local and community-based organizations; and
- exploring more flexible financial and management tools to facilitate NGO involvement.

111. WFP's work, on behalf of the IASC, to collaborate better on security arrangements with NGOs and other humanitarian actors has revealed organizational differences that have hindered cooperation, despite a shared urgency on all sides. For example, there are different perceptions about when to leave an emergency situation, and when it is an appropriate time to return to one. There are also difficulties in reconciling the need for collective action with the need for NGOs to maintain an appropriate distance from United Nations agencies in order to carry out their work more effectively. Breaking down such institutional barriers and reconciling different approaches has required mutual recognition of the strengths and advantages of different operating styles. In addition, there is agreement on the need to focus on flexible, field-level, practical forms of collaboration, such as by establishing different security options for individual NGOs.

112. Finally, NGOs and other international organizations have stressed the need to participate in security planning as one aspect of an overall humanitarian strategy. Future work will seek to develop appropriate collaborative arrangements that are immediately applicable in the field.

Recommendations

113. The Executive Board may wish to:

a) Encourage further cooperation among the Rome-based agencies, at the strategic level and in the field.

b) Take note of and support WFP's efforts to share logistics and telecommunications expertise with United Nations agencies and other partners.

c) Urge United Nations organizations to agree to conform to common telecommunications standards and promote the ratification of the Tampere Convention.

d) Encourage the United Nations to develop coordinated and flexible security management arrangements with NGOs.

e) Support WFP in its work to expand and enhance partnerships with NGOs.

F. Gender Mainstreaming

114. The Commitments to Women are the cornerstone of WFP's approach to gender mainstreaming. They focus on four areas: health, poverty, education and armed conflict.

115. It is WFP's policy to ensure compliance with the Commitments to Women by including reference to them in LOUs and Memoranda of Understanding (MOUs) with partners. Eighty-seven percent of WFP country offices have now included the Commitments to Women in their agreements with partners.

116. Gender disaggregation has also been introduced in WFP's new data management system, SAP. SAP captures gender-disaggregated data in four areas: beneficiary statistics, development outputs, gender focus in projects and direct support costs spent on gender mainstreaming.

117. Inter-agency activities include the following:

- WFP has been collaborating with FAO on the development of a Socio-economic and Gender Analysis (SEAGA) Manual on Gender in Emergencies. WFP's own emergency response training included gender dimensions by focusing on the differences between men and women's vulnerabilities and on their different survival mechanisms and potential contributions to peacemaking and rebuilding in emergencies.
- The Consolidated Appeals Process (CAP) Launch in November 2000 focused on the theme of women and war. WFP worked closely with the Office for the Coordination of Humanitarian Affairs (OCHA) and other organizations to prepare documentation on how women are affected by and respond to civil unrest for the CAP launch. In collaboration with UNICEF, WFP participated in two CAP teams to help mainstream a gender perspective in operations in the Democratic Republic of the Congo and Somalia.
- WFP co-chaired with UNICEF the IASC Sub-Working Group on Gender in Humanitarian Assistance in 1999–2000. Also in collaboration with UNICEF, WFP assembled a set of resource materials on gender for all humanitarian coordinators.

Lessons learned and challenges ahead

118. United Nations organizations have recognized that gender mainstreaming does not occur through the efforts of gender specialists alone; policy commitments and support from top management are also critical. Since 1996, WFP has seen progress in a number of areas. For example, the proportion of female food aid recipients has increased in more than half of WFP-assisted countries. By the end of 2001, 40 percent of WFP country offices will reach the target of delivering 80 percent of WFP's emergency food directly to women. In addition, 80 percent of WFP country offices currently work in cooperation with women on food distribution committees, representing a 57-percent increase since 1996.

119. WFP has found that working in cooperation with women means increasing their qualitative participation, especially in decision-making, and not just increasing the number of women who serve on local food aid committees. As a result, WFP and its partners engage in a wide variety of activities to empower women who serve on these committees, including providing leadership and management training, enabling the women to gain functional literacy and numeracy, providing training on income-generating activities, and advocating for equitable land ownership and property rights.

120. WFP has recognized that more work needs to be carried out in gathering and analysing gender-disaggregated data on a regular basis. Without this kind of data it is impossible to monitor the success with which WFP responds to the different needs of women and men. Adequate gender-disaggregated data is critical for tracking progress made in meeting gender targets. The introduction of gender-disaggregated data in WFP's new management system, SAP, should help in this respect.

Recommendations

121. The Executive Board may wish to:

a) Note the usefulness of setting specific targets and ensuring the necessary data to track progress in meeting them, as called for in WFP's Commitments to Women.

b) Encourage United Nations organizations to follow WFP's commitment to reduce the gender gap by allocating at least 60 percent of their resources in countries where the UNDP Gender and Development Index identifies a significant gap.

c) Suggest that United Nations organizations collaborate more closely with local organizations, especially women's groups, in a participatory manner to meet the different needs of women and men in emergency situations.

G. Gender Balance

122. WFP has made substantial headway in reaching the United Nations General Assembly's goal of gender equity in staffing. WFP's total staffing for women in international positions rose from 18 percent in 1992, to 24 percent in 1995, to 36 percent in 2000. In 1992, WFP had no women in the upper management level (D-2 and above). By 1995, about 14 percent of upper management posts were filled by women. Today, that figure is at 36 percent.

123. Although WFP has made great progress in achieving a better gender balance among its professional staff, it still has not been able to reach the United Nations goal of 50 percent women. However, in 1999, 50 percent of all staff recruited were women; this percentage has been maintained throughout 2000.

Lessons learned and challenges ahead

124. WFP has made the recruitment of female professional staff part of its managers' performance appraisals. This has contributed significantly to an increase in the recruitment of female professionals.

Recommendations

125. The Executive Board may wish to:

a) Take note of the progress made so far in reaching gender balance.

b) Urge United Nations members to continue efforts to improve the gender balance in all agencies.

STAFF WITH CONTINUING OR FIXED-TERM CONTRACTS OF ONE YEAR OR LONGER

Category	Total number of staff	Number of women	Percentage of women
Higher categories (D-2 and above)	14	5	35.7
Professional (P-1 to D-1)	202	54	26.7
Specialist staff	40	17	42.5
Core Project Staff	121	36	29.7
Non Core Project Staff	454	186	40.9
Subtotal	831	298	35.9
Junior Professional Officers (JPOs)	77	54	70.1
UN Volunteers	131	45	34.4
National Officers	235	86	36.6
Total professional staff and higher categories	**1 274**	**483**	**37.9**
General Service staff	1 259	577	45.8
Total General Service	**1 259**	**577**	**45.8**
TOTAL WFP STAFF	**2 533**	**1 060**	**41.8**

Note: The total WFP staff figure excludes temporary staff with contracts of less than 11 months.
Source: WFP Human Resources Division, 2001.

H. Capacity-building

126. WFP's capacity-building focuses primarily on increasing capacity related to vulnerability analyses, food aid management, logistics and reporting.

127. WFP is engaged in efforts to build the capacity of government counterparts in vulnerability analysis and mapping. In 2000, WFP stepped up efforts to train government personnel on VAM techniques, supporting national capacity to coordinate and manage emergency and development operations, and better target and address the needs of food-insecure people. WFP's VAM Unit in Cambodia, for example, began a one-year training programme for personnel from six governmental ministries to build data collection and monitoring and evaluation skills related to agriculture, nutrition, forestry, school feeding and other rural development activities. In Cuba, VAM continued to work with the Institute of Physical Planning to train staff in VAM techniques and to equip field offices, in support of national efforts to better target food aid to those most in need. VAM experts also trained staff from Ethiopia's Disaster Prevention and Preparedness Commission (DPPC) and helped establish a database to record findings from emergency needs assessments.

128. WFP is also involved in improving national commodity tracking and logistics capabilities through its global commodity tracking system, the Commodity Movement Processing and Analysis System (COMPAS). COMPAS electronically monitors the progress of commodities from their arrival to their hand-over to implementing partners. It allows WFP and its partners to identify the amount of commodities available, how

those quantities compare with needs, how much is due to arrive, and where the commodities are during each stage of their movement.

129. In 2000, as part of an effort to improve commodity tracking, WFP began to encourage the use of COMPAS by key counterparts. Starting with Ethiopia, the Programme provided the DPPC with the e-mail connectivity, resources and hardware it needed to operate COMPAS. Now 17 COMPAS stations are operational in Ethiopia, including six DPPC stations. WFP also plans to work with Eritrea and other government counterparts in 2001 to put COMPAS systems in place.

130. WFP launched a global warehouse training initiative in 2000, targeting WFP logistics staff, implementing partners and government agency counterpart storekeepers. The training aims to institutionalize a standard approach to warehousing in WFP's field operations, and to improve the management of WFP commodities.

Lessons learned and challenges ahead

131. WFP has gained substantial experience in building partner capacity to manage food logistics and develop reporting systems, but the Programme has less experience in building capacity in programming. Further capacity-building in project design, monitoring and evaluation is essential if WFP hopes to make a shift from output-based monitoring and evaluation (M&E) to the outcome-based M&E needed for results-based management.

132. A significant challenge lies in the fact that 86 percent of WFP's programming is in emergencies and PRROs, where opportunities for capacity-building exist but are limited, given the disrupted societies involved and short time horizons for projects and results. Although WFP has experience in building capacity in long-standing emergency situations, such as in southern Sudan, the sustainability of such capacity beyond the emergency and WFP's involvement remains to be seen. As it takes considerable time to build partner capacity, in emergencies WFP often has to forego capacity-building in smaller NGOs and focus on partnerships with strong international and national partners that can scale up quickly to address requirements.

Recommendations

133. The Executive Board may wish to:

a) Encourage continued efforts to build partner capacity in food aid management, monitoring, evaluation and vulnerability analysis and mapping, and to place greater emphasis on capacity-building in programming.

b) Urge all humanitarian agencies working in emergency situations to place more emphasis on building capacity with local institutions, including local NGOs and communities. This also means making financial resources available for these activities.

I. Common Premises and Services

134. Two new United Nations Houses were designated by the Secretary-General in 2000, in the Gambia and Ecuador, bringing the present number of United Nations Houses inaugurated by the Secretary-General to 41. Of the 41 countries with United Nations Houses, WFP is operational in 12 of them, and of those maintains offices in 11.

135. WFP participates in the UNDG Sub-Group on Common Premises and Services and was part of missions concerning common premises issues during 2000 in Belgium, Denmark, the Dominican Republic, Eritrea, Ethiopia, Guinea-Bissau and Mauritania. The UNDG Sub-Group on Common Premises and Services also finished updating the operational guidelines for implementation of common services, providing the principles for effective management, criteria for selection of services and other important information.

Lessons learned and challenges ahead

136. Although WFP remains committed to the ideal of common premises, the expanding nature of the Programme's operations in some countries owing to emergency situations has necessitated the identification of larger offices outside of the United Nations House. However, even in such cases, WFP continues to share common services to the extent possible, as seen in Ethiopia.

137. Of the US$1 million allocated in the 2000/2001 budget to support WFP moves into common premises and to carry out related studies, some 30 percent was used during 2000. Experience with moves into common premises has shown that the initial relocation costs and new rents have, in some cases, been very high. For example, in Mauritania, the rent doubled. Similarly, in other countries, such as Pakistan, it is significantly more expensive to have WFP's offices in a United Nations House than in another location, putting pressure on operating budgets.

Recommendations

138. The Executive Board may wish to:

a) Acknowledge progress made on both common premises and services.

b) Take note of the increased rental cost that may be incurred in connection with the move into common premises and encourage decisions regarding the establishment of common premises to continue to be based on sound financial considerations.

J. Cooperation with the World Bank

139. Currently, the World Bank and WFP are collaborating in Albania, Bangladesh, Bolivia, Cambodia, Egypt, Ghana, Madagascar and Senegal. The types of activities carried out in 2000 included: rehabilitation of rural infrastructure, community-based training programmes, school feeding and education sector improvement, and rehabilitation of ports.

140. In 2000, WFP assigned a senior staff member to Washington to liaise with the Bretton Woods Institutions (BWIs). Increased collaboration with BWI is being sought specifically in school feeding and food for education, nutrition, post-conflict rehabilitation and the creation of safety nets—areas highlighted in the World Bank's World Development Report, 2000–2001.

141. The focus of WFP's relation with the BWIs is to influence their work in areas that directly affect food security. By engaging in dialogue with senior BWI decision-makers on the important link between food security and basic education, particularly for girls; adequate nutrition for women and young children; and activities to increase the assets and skills of women, WFP aims to encourage BWI support for such programmes. WFP's relation with the BWIs is a means of influencing one of the largest resource bases for

development assistance in support of human development. Additionally, WFP is collaborating with the World Bank to ensure that national governments and civil society take the lead in developing coherent poverty-reduction strategies, and that the issues of hunger and food security are given proper attention.

Lessons learned and challenges ahead

142. Coordination between the Comprehensive Development Framework and the UNDAF is an issue requiring further discussion by both the United Nations and the BWIs. A unified approach would need to spell out how and to what extent processes for situational analysis and needs assessment could be harmonized. Another challenge of working closely with the BWIs is for WFP to maintain its flexibility and independence, given differences in resource levels, entry points and conditionality.

Recommendations

143. The Executive Board may wish to:

a) Support activities and alliances among United Nations agencies, the BWIs and partner governments to firmly integrate food security, nutrition, and safety net issues in BWI-supported initiatives.

b) Encourage continued dialogue on merging the UNDAF and Comprehensive Development Framework (CDF) approaches.

K. Monitoring and Evaluation

144. WFP undertook numerous initiatives in 2000 to reorient and enhance both monitoring and evaluation capacity throughout the organization. As requested by the Executive Board, the Office of Evaluation presented a paper, in May 2000, on the principles and methods of monitoring and evaluation. Evaluations undertaken in 2000 focused on Country Programmes (CPs). Eight CPs were evaluated to assist in the preparation of the second generation of Country Strategy Outlines (CSOs) and CPs.

145. In addition, two emergency operations and one protracted relief and recovery operation were evaluated, and a desk review of past evaluations on school feeding activities was conducted to identify important lessons. WFP also embarked, with OCHA, UNHCR and UNICEF, on an inter-agency evaluation of needs assessment practices using Afghanistan as a case study.

146. A global review of current monitoring practices, funded by the German Technical Assistance Grant, helped identify key areas for improvement. This experience is being incorporated into the revision of monitoring and evaluation guidelines, funded by the United Kingdom capacity-building grant, for use in all programme categories, and reflects WFP's move towards Results-based Management.

147. The Office of Evaluation launched several initiatives to improve the compilation and sharing of lessons and information on monitoring and evaluation, including:

- *The Indicator*, a quarterly newsletter devoted to ideas, resources and training opportunities on M&E issues;
- an electronic monitoring and evaluation network to share knowledge among 90 M&E focal points/advisers in country and regional offices; and
- an Evaluation Memory System (EMS), which allows staff to access past evaluation reports and lessons through the WFP Intranet or WFPgo.

Lessons learned and challenges ahead

148. Monitoring activities in 2000 identified several challenges for the development of monitoring guidelines, including:

- developing baseline data and simple, cost-effective indicators to demonstrate the immediate and longer-term impact of food aid on beneficiaries' nutritional status, health and livelihoods; and
- establishing a logical framework approach as a basis for project design and development of M&E systems.

149. The CP evaluations indicate that the CP process promoted a more strategic approach to long-term planning. However, the goal of establishing coherence and complementarity among activities has not yet been fully achieved in most of the programme reviewed. The completion in 2000 of the Programme Design Manual and the planned thematic evaluation of the Country Programme approach are expected to lead to improved CPs.

Recommendations

150. The Executive Board may wish to:

a) Encourage inter-agency monitoring and evaluation efforts on matters of common interest.

b) Support WFP's quest to identify appropriate tools for a stronger results orientation for both monitoring and evaluation.

FOLLOW-UP TO INTERNATIONAL CONFERENCES

151. In 2000, WFP participated in the World Education Forum (Jomtien+10), the United Nations Special Session of the General Assembly on Women (Beijing+5), and the Social Summit (Copenhagen+5). At the same time, WFP remained attentive in all of its work to meeting the goals set out at the World Food Summit.

Jomtien+10: World Education Forum

152. Education is now recognized as the core element of any development and poverty-reduction strategy, as reconfirmed at all major United Nations conferences and by the recent United Nations Resolution on Poverty Alleviation. In support of Education for All, a universal commitment of the world community (Jomtien Declaration of 1990 and the Dakar Framework of April 2000), WFP has increased its focus on school feeding. In 2000, WFP fed 12.3 million schoolchildren in 54 countries around the world, not only increasing children's opportunities to go to school, but also encouraging their regular attendance and enhancing their learning capacity.

153. WFP's capacity to increase school attendance was enhanced when United States Ambassador George McGovern urged nations to ensure that every child in the world who needed it had a nutritious meal at school. At the G8 Summit held in July 2000, the United States announced its first contribution to the global school feeding effort and called upon other nations to contribute as well.

154. The United States' offer of US$140 million will provide commodities and related budgetary support for WFP school feeding activities in 23 of the 54 countries in which the Programme already has school feeding activities. It also provides opportunities for

national Governments and other WFP partners to collaborate to achieve educational benefits. WFP is working closely with FAO, UNESCO, UNICEF, UNU, WHO, and the World Bank in carrying out this initiative.

Take-home Rations for Girls

155. WFP strongly supported the United Nations Girls' Education Initiative launched in Dakar last year. One of WFP's signature activities to promote gender equity is a take-home ration programme for girls. Girls who attend school regularly get take-home rations that encourage their parents to keep those girls in school, and also improve the girls' status within their families. Currently, there are take-home rations programmes in 13 countries, reaching 471,000 girls.

Beijing+5: The Women's Summit

156. In 1995, at the Fourth World Conference for Women in Beijing, WFP launched its Commitments to Women. In 2000 WFP undertook a five-year review of those commitments. The review showed that:

- In over 75 percent of WFP country offices, at least 50 percent of the beneficiaries were women.
- Over 80 percent of WFP's activities had women on food management and asset-creation committees.
- Over 50 percent of WFP country offices used food aid as leverage to raise the status of women.
- Over 80 percent of WFP country offices had integrated the Commitments to Women into their EMOPs, PRROs and Country Programmes.
- Twenty percent of WFP country offices had imposed conditions on assistance to reduce gender imbalances or had stopped activities if the Commitments to Women were not met.

157. However, WFP still faces some difficulties in reaching the targets in countries with a big gender gap. The low performance is often the result of institutional, social and economic barriers that prevent the full participation of women.

Copenhagen+5: The Social Summit

158. WFP targets the poorest countries, and the poorest communities and households in those countries, supporting the goals set in the Social Summit. Last year almost 90 percent of all WFP assistance went to the poorest countries in the world, i.e. least-developed countries (LDCs) and other low-income, food deficit countries.

159. WFP strongly supports the Social Summit's focus on increasing assistance to Africa. WFP's development assistance in Africa has been challenged by emergencies and the continuing decline in funding for development activities on the continent. However, of the 189 WFP development activities in 2000, approximately 53 percent were in sub-Saharan Africa. WFP spent 60 percent of its operational expenditures in Africa in 2000, making the Programme the largest provider of grant assistance to Africa within the United Nations system.

The World Food Summit

160. Much of WFP's policies and programmes work towards achieving the goal set at the World Food Summit of reducing by half the number of undernourished people in the

world by 2015. The year 2000 has seen WFP intensifying its work to use its food resources in the most strategic manner for the greatest impact on long-term food security.

161. Highlights from 2000 include:

- Fifty-five percent of WFP's development portfolio was reviewed by the Executive Board and found to be in line with the Enabling Development policy adopted in 1999. WFP's new development approach strengthens WFP development activities in such a way that they help better meet the targets set by the World Food Summit.
- The CPs approved by the Executive Board in 2000 contain: strong problem analysis concerning people's food insecurity; an emphasis on the uses of food aid to support longer-term food security among the poorest populations; and an increased concentration of interventions in food-insecure areas and for food-insecure people, particularly women and children.
- Building on pilot activities in Central America in food security and vulnerability assessment, WFP/VAM worked closely with FAO to develop two complementary regional project proposals to strengthen FIVIMS-related activities in , El Salvador, Guatemala, Honduras and Nicaragua. The project proposal has been fully funded by the Spanish Government.
- WFP helps improve long-term food security through facilitating and stimulating trade by linking remote areas to markets, and repairing and even building port facilities, rail lines and warehouses. WFP engages in all of these activities as a way of ensuring efficient food delivery. Within the United Nations system, WFP is the largest purchaser of goods and services in the developing world, apart from the World Bank. Last year WFP bought US$134 million worth of food in developing countries, helping those countries' farmers and agribusinesses. WFP also entered into contracts exceeding US$120 million with companies in developing countries for transport (ocean and landside), giving those companies a badly needed economic stimulus and aiding the development of the countries' transport infrastructure.

Lessons learned and challenges ahead

162. Global conferences and summits have resulted in a number of goals and targets. Translating these into specific areas for action and effective programming at the country level, however, requires addressing issues in a disaggregated but coordinated manner. The exchange of results and best practices among different country teams is critical to this process, as is the development of a consistent set of indicators to measure progress.

163. Successful conference follow-up also requires political support and financial resources. In too many cases, financial support has failed to meet expectations created by conferences. If conference goals are to be reached, Governments both from developed and from developing countries need to prioritize resources to meet basic human needs.

164. At the international conferences and special sessions during the past year, WFP called attention to the important link between poverty and hunger. Not only is poverty a cause of hunger, but hunger also leads to poverty. Hunger stops the poor from engaging in activities that would lift them out of poverty. Without ending hunger and all of its negative consequences, poverty will not be eradicated. This link between hunger and poverty in all its manifestations needs to have continuous and focused attention by all United Nations agencies concerned with eradicating poverty.

Recommendations

165. The Board may wish to:

a) Urge all members of the RC system and Governments to consider issues of hunger and malnutrition and their link to poverty in the follow-up to conferences.

b) Emphasize the importance of monitoring in a consistent manner the progress made towards meeting all global summit goals, and intensify actions that produce concrete results.

HUMANITARIAN AND DISASTER RELIEF ASSISTANCE

166. WFP continued to respond to humanitarian challenges throughout the year, while also embarking on a major effort to improve emergency preparedness and response. It continued its efforts to improve security for staff and focused on improving coordination and collaboration with other United Nations agencies and humanitarian actors.

167. The Programme worked with other United Nations agencies and NGOs partners in the implementation plan for the **Brahimi Report**. WFP and its humanitarian actors stressed the need for humanitarian action to be independent from but closely coordinated with political/peacekeeping activities. On an operational level, the Programme also sought coordination with peacekeepers on security and evacuation procedures, including escorts for humanitarian convoys.

Preparedness and Response

168. Contingency planning seeks to identify potential situations that would involve a change in the level or nature of WFP assistance and to elaborate the types of interventions, structures, systems and resources that would be needed in such situations. During 2000, WFP efforts to enhance its contingency planning capacity were intense. In May, WFP completed a comprehensive review and consolidation of best practices and lessons learned in contingency planning, both within WFP and in other organizations. Based on the review, a new standard approach was developed and implementation was initiated in selected countries and regions, such as the Balkans, the Great Lakes Region, Haiti, Mozambique and Nicaragua. The plans will ensure a heightened level of WFP preparedness to deal with food emergencies in the years to come.

169. An emergency response roster was put in place in 2000 to ensure the availability of trained staff for deployment within 48 hours to new emergency situations and high-risk areas. WFP now has 109 staff with a mixed skill base for the roster. After undergoing a newly designed 11-day emergency response training (ERT) course, staff will remain on deployment standby for three months. Training will be conducted for roster members every three months, providing a mix of both practical and simulation training to prepare staff for operating in a challenging environment. A first group of 27 WFP staff participated in the ERT in November in Sweden. In addition to the emergency response roster, agreements with all standby partners (e.g. Danish Refugee Council, Norwegian Refugee Council, Swedish Rescue Services Agency and Swiss Disaster Relief) were standardized during 2000 and jointly discussed in Copenhagen in December.

170. At the request of the United Nations Secretary-General, WFP established the United Nations Humanitarian Response Depot (UNHRD), in Brindisi in June 2000. Currently serving the Government of Italy, NGOs, OCHA and WHO, in addition to WFP, the depot assembles, stores, prepares and dispatches emergency food and

life-preserving items such as emergency shelter, medical supplies, water treatment equipment and hand tools. It also serves as the focal point for managing WFP rapid response equipment for deployment to the field. Sufficient WFP stocks are in place to equip one typical country office and nine sub-offices with vehicles, generators, communications and fuel storage equipment, pre-fabricated and tented office accommodation and other supplies.

171. Since operations began in June 2000, UNHRD has received, prepared and packaged material and had it airlifted to Ethiopia and Eritrea on behalf of OCHA, Italian NGOs and the Government of Italy, and has sent truck engines with spare parts to Kosovo for WFP operations.

Lessons learned and challenges ahead

172. Significant steps have been made by WFP to improve preparedness and response mechanisms in 2000. In order to further increase its capacity to respond rapidly and effectively, WFP will focus on fine-tuning various operational tools, such as standard operating procedures for administration, and office start-up and augmentation, early warning and preparedness, information management, and emergency needs assessment approaches and techniques. At the same time, increased dissemination of information and procedures on emergency support services to the field is needed in light of decentralization. However, securing adequate donor funding for emergencies in regions that fall outside the media spotlight continues to be a problem that hinders effective response.

173. There is a need to review the effectiveness of inter-agency rapid response procedures, identify best practices and seek ways to improve collective preparedness and response mechanisms. In 2000, WFP played a lead role in promoting inter-agency collaboration on preparedness and contingency planning, and these efforts will be continued. WFP is also keen to ensure that its emergency experience is reflected in various procedures, modalities and fora, especially with regard to: inter-agency training, early warning, alert ocedures, consultation mechanisms, communications, logistics, equipment, inter-operability issues and speed of response.

Recommendations

174. The Executive Board may wish to:

a) Suggest that WFP continue to develop and expand the UNHRD to serve all United Nations agencies involved in humanitarian operations.

b) Encourage and support further voluntary use of WFP logistics expertise in support of inter-agency efforts.

Security

175. During 2000, WFP embarked on new initiatives to improve the security of its staff. In addition, the Programme advocated for improvements to the United Nations security system and led United Nations efforts to build cooperation on security issues with NGOs.

176. Specific WFP initiatives on staff security during 2000 included:

- continued security awareness training (SAT) for 1,028 staff (including participation by colleagues from partner agencies);
- mandatory stress counselling for staff within 72 hours of serious incidents;

- enhancement of the WFP security unit at Headquarters (now three professionals) and WFP Security Officers in specific country locations (now nine officers, including a new position of regional field security officer in the Great Lakes Region); and
- security assessments completed in seven countries.

177. WFP field security officers were brought together in a workshop to share experiences and upgrade their skills. Issues covered in the workshop included security coordination, liaison between field security officers and UNSECOORD, stress and hostage management and evacuation plans. WFP security officers also participated in UNSECOORD's course on hostage negotiation and in a two-day field trauma course.

178. The security and safety of WFP and other United Nations staff, who often work in extremely dangerous and difficult environments, is a priority. The Convention on the Safety of the United Nations and Associated Personnel is a legal instrument requiring States to take all appropriate measures to ensure the safety and security of United Nations and associated personnel. States are encouraged to ratify this important convention and broaden it to cover all humanitarian personnel.

179. To enhance security management within the United Nations, the Secretary-General has proposed strengthening UNSECOORD by establishing additional security officer posts at United Nations Headquarters and 100 field security officers in the field. WFP's view is that the implementation of this proposal, which will have a profound impact on the security of United Nations staff, should be funded not on a cost-share basis among the agencies, but as a separate provision under the regular United Nations budget to ensure consistent funding and commitment. The alternative of having a cost-sharing approach only introduces a degree of uncertainty (particularly for operational agencies that are voluntarily funded) and increases complexity. Furthermore, such an approach does not acknowledge the fact that the operational agencies already disburse large amounts of financial resources on security-related matters.

180. WFP intends to strengthen its security management by having all field offices adopt a minimum operational telecommunications standard (MOTS). All WFP regional, country and field office vehicles will be fitted with a minimum package of one VHF mobile radio unit and a portable Global Positioning System (GPS) unit, regardless of the security phase. New vehicles will be fitted with the minimum telecommunications package prior to deployment, and all vehicles in countries in Security Phase 1 or above will be retrofitted. In addition, countries operating in Security Phase 1 or above may require additional equipment beyond the basic telecommunications package.

181. WFP continued to be a key player in ACC discussions on security as well as in follow-up activities emanating from the Deputy Secretary-General's task forces on policy, legal and operational issues. With the end goal being to strengthen security management at the field level, WFP has supported UNSECOORD efforts to: improve the selection process and performance of designated officials (DOs) and Security Management Team (SMT) members; empower SMTs to perform the day-to-day management of security; involve SMT members in the preparation and implementation of field security officer work plans; and augment security management capacity in Phase 3. In addition, WFP has led inter-agency discussions on how to improve security arrangements between the United Nations and NGOs and has held two expert consultations on the topic in Geneva and Washington.

Recommendations

182. The Executive Board may wish to:

a) Express support for the United Nations Secretary-General's proposals and recommendations for strengthening the United Nations security system, including the enhancement of UNSECOORD.

~~b) Express strong support for the funding of the United Nations security system's being fully appropriated under the United Nations Secretariat's regular budget.~~

c) Urge member states and partners to support efforts to improve legal recourse for addressing attacks on humanitarian workers, such as an additional protocol to the Convention on the Safety of United Nations and Associated Personnel to include all humanitarian workers.

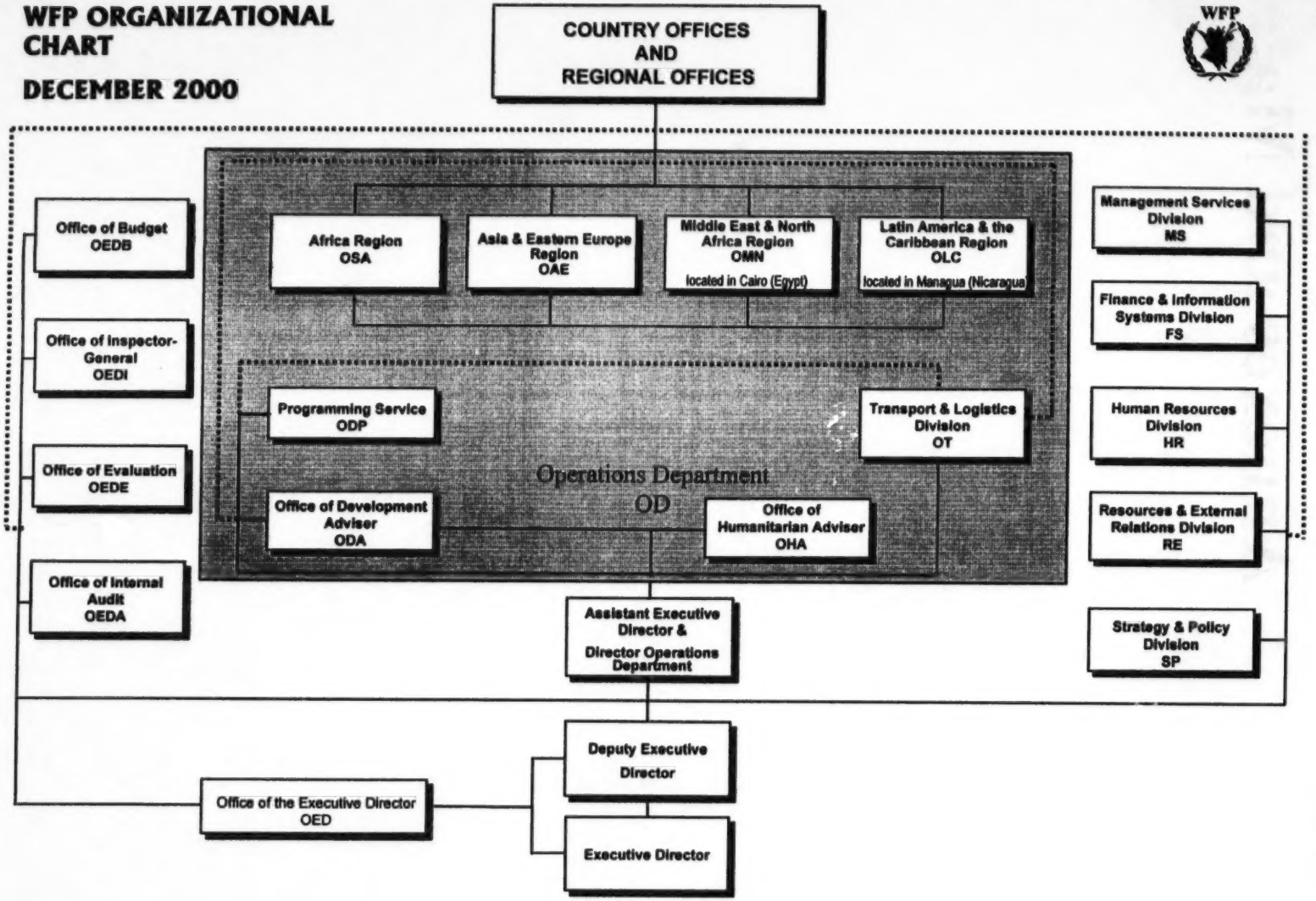
d) Encourage WFP to continue its work, on behalf of the United Nations, to develop coordinated and flexible security management arrangements with NGOs.

e) Take note of WFP's efforts to provide security awareness training for all staff, and encourage WFP to accommodate the personnel of other United Nations agencies and NGOs in the Programme's SAT training whenever possible.

Annexes and Maps

WFP ORGANIZATIONAL CHART

DECEMBER 2000


COUNTRY OFFICES AND REGIONAL OFFICES
WFP
Office of Budget OEDB
Office of Inspector-General OEDI
Office of Evaluation OEDE
Office of Internal Audit OEDA
Africa Region OSA
Asia & Eastern Europe Region OAE
Middle East & North Africa Region OMN
located in Cairo (Egypt)
Latin America & the Caribbean Region OLC
located in Managua (Nicaragua)
Programming Service ODP
Transport & Logistics Division OT
Operations Department OD
Office of Development Adviser ODA
Office of Humanitarian Adviser OHA
Management Services Division MS
Finance & Information Systems Division FS
Human Resources Division HR
Resources & External Relations Division RE
Strategy & Policy Division SP
Assistant Executive Director & Director Operations Department
Deputy Executive Director
Office of the Executive Director OED
Executive Director

ANNEX I

ANNEX II: GLOBAL FOOD AID PROFILE 1995–2000*

	1995	1996	1997	1998	1999	2000*
	Food Aid (million tons)					
1) Total	10.2	7.2	7.4	8.4	15.0	10.4
Cereals	8.9	6.3	6.5	7.4	13.4	9.2
Non-cereals	1.3	1.0	0.9	1.0	1.6	1.2
	Percentage of Global Food Aid					
2) Procurement in developing countries	16.4	17.1	18.3	15.7	7.8	11.2
3) Deliveries by channel						
Bilateral	49.4	45.2	29.8	41.0	54.3	33.0
Multilateral	30.4	35.4	42.5	32.2	28.3	41.3
NGOs	20.2	19.4	27.7	26.8	17.4	25.7
4) Food aid deliveries by category						
Programme	42.5	39.7	23.8	34.6	52.2	29.5
Relief	34.8	36.7	45.2	35.5	31.2	47.6
Project	22.7	23.6	31.0	29.9	16.6	22.8
5) Food aid deliveries by region						
Sub-Saharan Africa	32.3	35.4	33.7	32.9	18.8	34.1
South and East Asia	23.4	27.9	38.1	40.8	34.4	30.9
Europe and CIS	29.0	18.2	14.3	10.4	35.6	19.2
Latin America and Caribbean	9.1	10.6	8.7	11.6	8.1	6.4
North Africa and Middle East	6.1	7.9	5.0	4.2	3.2	9.4
6) Deliveries to:						
Developing	87.4	90.7	91.8	94.0	66.0	83.1
LIFDC	80.1	81.7	86.8	86.7	62.2	73.4
LDC	40.2	46.0	48.5	43.6	30.7	40.2
7) Total cereal food aid deliveries as percentage of:						
World cereal production	0.5	0.3	0.3	0.4	0.7	0.5
World cereal imports	4.1	3.0	3.0	3.4	5.7	3.9
8) Cereals food aid deliveries to LIFDC expressed as percentage of:						
LIFDC cereal production	1.0	0.6	0.7	0.8	1.0	0.8
LIFDC cereal import	9.2	7.5	7.3	9.0	11.8	9.0

*Global food aid deliveries in 2000 amounted to 11 million tons, down some 27 percent from the 15 million tons delivered during 1999.

Programme food aid provided bilaterally on a government-to-government basis decreased by 65 percent, from 7.8 to 2.9 million tons. This major change is the main factor explaining the decrease of global food aid in 2000 compared with 1999.

Nearly half of the food aid delivered in 2000 was emergency food aid provided as relief to people affected by man-made or natural emergency situations. Compared with 1999, emergency food aid deliveries in 2000 increased by 16 percent.

The major trends in 2000 were:

- Quantities delivered as project food aid increased slightly, from 2.5 to 2.7 million tons compared with 1999. In addition, because of the major decrease in programme food aid, project food aid's share of global deliveries rose, from 17 percent in 1999 to 24 percent in 2000.
- Targeted food aid, made up of project and emergency food aid, thus represented some 74 percent of 2000 deliveries, compared with less than 50 percent in 1999.
- The portion of global food aid channelled multilaterally increased from 28 percent in 1999 to 38 percent in 2000.

- The major food aid recipient countries in 2000 were Ethiopia, the Democratic People's Republic of Korea, Russia and Indonesia.
- The United States of America was again the main donor, providing 64 percent of global deliveries.
- The major recipient region was sub-Saharan Africa, which received more than one third of all food aid deliveries in 2000, compared with less than one fifth in 1999.
- The decrease in programme food aid resulted in an increase in the share of total food aid provided through triangular operations and local purchases.
- Most of the changes occurring from 1999 to 2000 were the opposite to those noted from 1998 to 1999, confirming that erratic movements in global food aid deliveries are to a great extent the result of important changes made to food aid programmes.

ANNEX III TABLE 1: WFP OPERATIONAL EXPENDITURES[1] BY REGION AND PROGRAMME CATEGORY, 1997–2000 *(thousand dollars)*

	1997		1998		1999		2000[2]	
	Expenditures	(%)	Expenditures	(%)	Expenditures	(%)	Expenditures	(%)
GRAND TOTAL	**1,072,403**	**100**	**1,237,310**	**100**	**1,429,570**	**100**	**1,491,035**	**100**
DEVELOPMENT	**332,696**	**31**	**254,318**	**21**	**246,449**	**17**	**215,212**	**14**
Agricultural and rural development	**185,339**		**133,855**		**139,912**		**119,281**	
Agricultural production	159,460		99,780		109,061		83,550	
Food reserves	-143		2				752	
Rural infrastructure	19,725		29,465		24,326		24,621	
Settlement	6,298		4,608		6,525		10,358	
Human resource development	**147,357**		**120,463**		**106,537**		**95,931**	
MCH and primary schools	107,476		97,841		87,014		76,744	
Literacy training and other education	39,881		22,623		19,522		19,187	
RELIEF	**704,251**	**66**	**915,439**	**74**	**1,089,295**	**76**	**1,203,573**	**81**
Emergency	**469,914**		**696,994**		**797,379**		**778,722**	
Drought/crop failures	65,906		235,376		280,378		315,326	
Man-made disasters	286,011		359,207		390,947		302,215	
Sudden natural disasters	117,997		102,411		126,054		161,181	
PRRO	**234,337**		**218,445**		**291,916**		**424,850**	
Protracted displaced person operations	132,992		122,330		227,155		346,149	
Protracted refugee operations	101,345		96,115		47,980		67,853	
Sudden natural disasters					16,780		10,849	
SPECIAL OPERATIONS	**20,590**	**2**	**34,111**	**3**	**34,147**	**2**	**37,084**	**2**
TRUST FUNDS[3]	**15,721**	**1**	**26,680**	**2**	**55,369**	**4**	**26,867**	**2**
OTHER[4]	**-856**		**6,762**	**1**	**4,311**	**0**	**8,299**	**1**

ANNEX III TABLE 1: WFP OPERATIONAL EXPENDITURES[1] BY REGION AND PROGRAMME CATEGORY, 1997–2000 (thousand dollars)

	1997		1998		1999		2000[2]	
	Expenditures	(%)	Expenditures	(%)	Expenditures	(%)	Expenditures	(%)
SUB-SAHARAN AFRICA	**502,674**	**100**	**647,441**	**100**	**633,456**	**100**	**888,120**	**100**
Percentage of all regions	47		52		44		60	
DEVELOPMENT	**96,912**	**19**	**81,035**	**13**	**83,658**	**13**	**78,480**	**9**
Agricultural and rural development	**45,523**		**41,333**		**46,557**		**41,355**	
Agricultural production	36,623		27,839		33,120		29,227	
Food reserves	-143		2				752	
Rural infrastructure	8,781		13,126		10,497		8,837	
Settlement	261		366		2,940		2,539	
Human resource development	**51,390**		**39,703**		**37,101**		**37,125**	
MCH and primary schools	45,318		33,944		34,443		32,101	
Literacy training and other education	6,072		5,758		2,658		5,024	
RELIEF	**404,181**	**80**	**538,524**	**83**	**509,442**	**80**	**775,061**	**87**
Emergency	**256,940**		**371,067**		**317,097**		**502,742**	
Drought/crop failures	64,282		56,570		51,143		145,428	
Man-made disasters	188,105		292,071		263,623		204,374	
Sudden natural disasters	4,553		22,427		2,331		152,940	
PRRO	**147,241**		**167,457**		**192,345**		**272,318**	
Protracted displaced person operations	64,080		89,667		152,846		217,074	
Protracted refugee operations	83,162		77,789		39,499		55,245	
Sudden natural disasters								
SPECIAL OPERATIONS	**5,133**	**1**	**19,101**	**3**	**11,646**	**2**	**19,858**	**2**
TRUST FUNDS[3]	**-3,552**		**8,781**	**1**	**28,709**	**5**	**14,722**	**2**

ANNEX III TABLE 1: WFP OPERATIONAL EXPENDITURES[1] BY REGION AND PROGRAMME CATEGORY, 1997–2000 (thousand dollars)

	1997		1998		1999		2000[2]	
	Expenditures	(%)	Expenditures	(%)	Expenditures	(%)	Expenditures	(%)
ASIA	**356,145**	**100**	**402,427**	**100**	**480,392**	**100**	**391,719**	**100**
Percentage of all regions	33		33		34		26	
DEVELOPMENT	**149,670**	**42**	**102,010**	**25**	**100,803**	**21**	**82,843**	**21**
Agricultural and rural development	**103,326**		**61,189**		**61,608**		**46,642**	
Agricultural production	98,332		55,898		55,113		40,493	
Food reserves								
Rural infrastructure	4,994		5,274		6,499		6,149	
Settlement			17		-4			
Human resource development	**46,344**		**40,821**		**39,195**		**36,201**	
MCH and primary schools	21,992		24,414		26,676		27,095	
Literacy training and other education	24,352		16,407		12,519		9,106	
RELIEF	**194,627**	**55**	**294,208**	**73**	**370,183**	**77**	**298,324**	**76**
Emergency	**112,493**		**251,680**		**308,152**		**190,244**	
Drought/crop failures	3		171,056		226,960		163,483	
Man-made disasters	2,036		3,939		6,817		19,097	
Sudden natural disasters	110,454		76,686		74,375		7,665	
PRRO	**82,134**		**42,528**		**62,031**		**108,080**	
Protracted displaced person operations	68,912		32,662		57,588		100,259	
Protracted refugee operations	13,222		9,866		4,443		6,338	
Sudden natural disasters							1,484	
SPECIAL OPERATIONS	**1,243**	**0**	**1,064**	**0**	**5,317**	**1**	**4,818**	**1**
TRUST FUNDS[3]	**10,606**	**3**	**5,145**	**1**	**4,089**	**1**	**5,734**	**1**

ANNEX III TABLE 1: WFP OPERATIONAL EXPENDITURES[1] BY REGION AND PROGRAMME CATEGORY, 1997–2000 (thousand dollars)

	1997		1998		1999		2000[2]	
	Expenditures	(%)	Expenditures	(%)	Expenditures	(%)	Expenditures	(%)
EASTERN EUROPE AND CIS	78,156	100	57,161	100	139,077	100	102,899	100
Percentage of all regions	7		5		10		7	
RELIEF	75,432	97	56,099	98	136,055	98	102,814	100
Emergency	75,432		56,099		122,645		80,546	
Drought/crop failures	75,432		56,099		122,645		78,714	
Man-made disasters					13,410		22,268	
PRRO					13,410		22,268	
Protracted displaced person operations								
SPECIAL OPERATIONS	3,045	4	641	1	4,012	3	-165	
TRUST FUNDS[3]	-322		421	1	-989		250	0

ANNEX III TABLE 1: WFP OPERATIONAL EXPENDITURES[1] BY REGION AND PROGRAMME CATEGORY, 1997–2000 (thousand dollars)

	1997		1998		1999		2000[2]	
	Expenditures	(%)	Expenditures	(%)	Expenditures	(%)	Expenditures	(%)
LATIN AMERICA AND THE CARIBBEAN	**52,755**	**100**	**64,443**	**100**	**117,830**	**100**	**45,226**	**100**
Percentage of all regions	5		5		8		3	
DEVELOPMENT	**46,117**	**87**	**49,259**	**76**	**37,995**	**32**	**30,596**	**68**
Agricultural and rural development	**15,414**		**19,379**		**18,209**		**16,372**	
Agricultural production	10,933		8,428		10,814		6,737	
Rural infrastructure	4,480		10,951		7,395		9,635	
Settlement	1							
Human resource development	**30,703**		**29,880**		**19,786**		**14,224**	
MCH and primary schools	29,222		29,893		19,786		14,224	
Literacy training and other education	1,481		-13		0			
RELIEF	**5,647**	**11**	**11,324**	**18**	**67,559**	**57**	**13,994**	**31**
Emergency	**5,633**		**11,324**		**50,779**		**1,188**	
Drought/crop failures	1,621		7,750		1,377		612	
Man-made disasters	1,087		275		54			
Sudden natural disasters	2,925		3,299		49,348		576	
PRRO	**14**		**0**		**16,780**		**12,806**	
Protracted displaced person operations							3,441	
Protracted refugee operations	14							
Sudden natural disasters								
TRUST FUNDS[3]	**991**	**2**	**3,859**	**6**	**12,276**	**10**	**636**	**1**

ANNEX III TABLE 1: WFP OPERATIONAL EXPENDITURES[1] BY REGION AND PROGRAMME CATEGORY, 1997–2000 (thousand dollars)

	1997		1998		1999		2000[2]	
	Expenditures	(%)	Expenditures	(%)	Expenditures	(%)	Expenditures	(%)
MIDDLE EAST AND NORTH AFRICA	**83,528**	**100**	**59,076**	**100**	**54,504**	**100**	**54,771**	**100**
Percentage of all regions	8		5		4		4	
DEVELOPMENT	**39,997**	**48**	**22,014**	**37**	**23,993**	**44**	**23,293**	**43**
Agricultural and rural development	**21,076**		**11,366**		**13,539**		**14,912**	
Agricultural production	13,571		7,615		10,015		7,093	
Rural infrastructure	1,469		114		-65			
Settlement	6,035		4,226		3,589		7,819	
Human resource development	**18,921**		**10,059**		**10,454**		**8,381**	
MCH and primary schools	10,944		9,590		6,109		3,325	
Literacy training and other education	7,977		470		4,345		5,056	
RELIEF	**24,363**	**29**	**15,264**	**26**	**6,055**	**11**	**13,379**	**24**
Emergency	**19,416**		**6,824**		**-1,295**		**4,001**	
Drought/crop failures					897		3,970	
Man-made disasters	19,350		6,824		-2,192		30	
Sudden natural disasters	65							
PRRO	**4,948**		**8,460**		**7,350**		**9,378**	
Protracted displaced person operations					3,311		3,108	
Protracted refugee operations	4,948		8,460		4,038		6,271	
SPECIAL OPERATIONS	**11,170**	**13**	**13,305**	**23**	**13,172**	**24**	**12,574**	**23**
TRUST FUNDS[3]	**7,998**	**10**	**8,473**	**14**	**11,284**	**21**	**5,526**	**10**

[1] Excludes programme support and administrative costs. In this table, non-food items expenditures are included under "Trust Funds".

[2] Provisional figures.

[3] Trust Funds expenditures include Bilateral, JPO and other funds in trust.

[4] Operational expenditures that cannot be apportioned by project/operation, such as insurance.

Note: Negative figures represent financial adjustments.

ANNEX III TABLE 2: WFP OPERATIONAL EXPENDITURES[1] BY COUNTRY, REGION AND PROGRAMME CATEGORY, 1997–2000

(thousand dollars)

	1997					1998					1999					2000[2]				
	Develop-ment	Relief	Special Oper.	Trust Funds 4	Total	Develop-ment	Relief	Special Oper.	Trust Funds 4	Total	Develop-ment	Relief	Special Oper.	Trust Funds 4	Total	Develop-ment	Relief	Special Oper.	Trust Funds 4	Total
SUB-SAHARAN AFRICA																				
Angola	0	53,870	6,009	-307	59,572	633	27,954	9,368	348	38,301	1,530	97,721	4,065	900	94,216	20	100,617	5,812	2,054	108,512
Benin	4,279	18	0	77	4,374	4,555	0	0	255	4,810	920	-38	0	77	960	1,900	0	0	70	1,970
Botswana	44	0	0	-45	-1	2	0	0	0	2	3	0	0	0	3	0	0	0	0	0
Burkina Faso	4,444	1,110	0	49	5,603	7,340	27	0	766	8,133	5,068	-27	0	22	5,062	759	183	0	78	1,020
Burundi[3]	-30	66	0	-239	-217	211	166	0	-366	71	2,533	166	0	319	3,018	436	3,351	0	389	4,176
Cameroon	666	0	0	-1	666	67	2,666	0	14	2,760	4,666	1,493	0	-2	6,456	488	-111	0	39	496
Cape Verde	2,962	0	0	-6	2,947	1,636	0	0	40	1,676	96	0	0	1	97	864	0	0	-1	863
Central African Republic	1,166	-74	0	20	1,116	766	0	0	20	866	1,163	-4	0	29	1,178	1,824	111	0	0	1,936
Chad	3,162	3,072	0	-3	6,231	2,466	1,666	0	66	4,661	2,721	-421	0	1	2,301	2,141	712	0	43	2,896
Comoros	-136	0	0	0	-136	0	0	0	0	0	0	166	0	0	166	0	7	0	0	7
Congo[3]	-46	-26	0	0	-71	0	0	0	0	0	0	5,666	0	0	5,666	0	5,361	0	0	5,361
Congo, Dem. Rep. of the [3]	273	-4,447	0	341	-3,833	336	166	0	77	612	1,479	11,012	0	657	14,248	129	21,454	0	1,103	22,686
Côte d'Ivoire[3]	3,121	0	0	-24	3,097	632	0	0	1,401	2,033	676	0	0	2,112	2,666	814	0	0	671	1,486
Djibouti	14	2,246	0	0	2,272	225	1,156	0	0	1,366	-16	2,267	0	1	2,662	46	3,646	2,276	17	5,976
Equatorial Guinea	-241	0	0	-32	-276	0	0	0	0	0	2	0	0	0	2	0	0	0	0	0
Eritrea	-66	-1,567	0	-667	-2,266	0	71	0	263	334	0	2,276	0	70	2,644	0	40,026	366	466	41,456
Ethiopia	26,112	66,676	0	-1,123	83,666	16,663	54,366	0	1,666	71,666	20,766	66,676	0	3,366	66,117	26,136	263,466	0	6,322	236,666
Gabon	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	666	0	0	666
Gambia	2,026	0	0	47	2,666	2,617	0	0	0	2,617	1,266 -	0	0	0	1,266	1,662	0	0	0	1,662
Ghana[3]	1,836	-767	0	-13	1,664	1,476	0	0	142	1,617	1,123	122	0	66	1,644	1,641	4	0	6	1,649
Guinea[3]	-164	0	0	0	-164	1,361	661	0	0	1,662	566	4,644	0	0	6,466	1,277	-261	0	0	666
Guinea-Bissau	1,671	0	0	-3	1,667	-46	3,566	0	0	3,643	-466	6,676	0	0	6,666	-11	1,163	0	0	1,161
Kenya	4,766	27,166	0	-466	31,616	3,616	31,616	1,676	572	37,673	3,266	12,666	-6	26,366	36,716	2,614	166,662	0	3,666	116,716
Lesotho	3,612	26	0	-6	3,633	2,661	3	0	0	2,663	1,677	-2	0	266	1,762	1,216	-6	0	-16	1,166
Liberia[3]	0	16,666	266	-266	16,731	1,616	46,376	2,661	276	46,666	0	46,666	1,763	-6	46,666	0	37,766	2	4	37,711
Madagascar	2,366	266	0	0	2,666	2,776	166	0	26	2,666	1,136	66	0	116	1,322	1,666	2,716	1,662	61	6,261
Malawi	2,372	-766	0	-666	666	1,666	1,662	0	216	3,766	2,166	6,662	0	26	11,666	2,467	-24	0	61	2,663
Mali	2,666	4,436	0	0	7,266	1,623	3,627	0	176	6,626	1,663	674	0	-67	2,166	2,616	1,236	0	46	3,266
Mauritania	4,372	6,761	0	11	66,143	2,621	66	0	166	2,676	1,626	-761	0	1,762	2,672	2,261	2	0	-3	2,266
Mauritius	16	0	0	0	16	2	0	0	0	2	63	0	0	0	63	0	0	0	0	0
Mozambique	1,136	4,664	0	-672	5,661	4,661	4,663	0	1,666	11,373	3,263	1,664	0	-1,347	3,666	4,766	26,267	5,361	676	31,624
Namibia	1	-5	0	0	-4	0	0	0	0	0	0	662	0	0	662	0	736	0	0	736
Niger	6,166	0	0	66	6,256	6,662	0	0	271	6,363	1,613	0	0	-6	1,667	2,366	0	0	-3	2,362
Nigeria	0	0	0	-2	-2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Rwanda[3]	6,666	141,364	-1,662	-416	146,641	-171	166,126	2,666	6	111,661	966	66,467	366	-324	66,366	466	72,354	366	34	73,366

ANNEX III TABLE 2: WFP OPERATIONAL EXPENDITURES[1] BY COUNTRY, REGION AND PROGRAMME CATEGORY, 1997–2000

(thousand dollars)

	1997					1998					1999					2000[2]				
	Develop-ment	Relief	Special Oper.	Trust Funds 4	Total	Develop-ment	Relief	Special Oper.	Trust Funds 4	Total	Develop-ment	Relief	Special Oper.	Trust Funds 4	Total	Develop-ment	Relief	Special Oper.	Trust Funds 4	Total
Sao Tome and Principe	230	0	0	0	230	926	0	0	0	926	189	0	0	0	189	1,186	0	0	0	1,186
Senegal	2,839	-367	0	142	2,494	2,957	0	0	343	3,299	3,829	8,419	0	189	12,447	3,851	9,783	0	-15	13,741
Sierra Leone	-318	11,529	-133	-2	11,063	0	23,742	38	50	23,831	39	1,351	2,086	186	3,662	0	2,163	1,788	87	4,037
Somalia	0	8,870	628	96	9,593	0	22,536	586	813	23,935	0	15,148	174	-211	15,111	0	14,365	167	211	14,723
Sudan	8,838	23,883	0	1,466	33,116	3,873	188,536	1,383	483	188,266	2,541	127,648	3,179	-75	133,482	3,378	87,883	1,871	81	182,833
Swaziland	0	188	0	0	188	0	-18	0	0	-18	0	14	0	0	14	0	0	0	0	0
Tanzania[3]	-38	12,872	0	-547	11,286	943	13,529	0	-826	13,662	588	8,142	58	-11	8,867	2,458	2,887	0	-538	4,888
Togo	1	-18	0	0	-17	0	-8	0	0	-8	0	0	0	0	0	0	0	0	0	0
Uganda[3]	2,358	28,853	0	-66	31,145	218	30,123	0	38	30,388	1,758	13,883	0	45	14,884	2,838	10,354	0	73	88,488
Zambia	878	1,381	0	-71	1,888	2,838	8,588	0	-17	8,488	8,488	1,447	0	28	8,888	2,774	4,388	148	145	7,447
Zimbabwe	0	-8	0	0	-8	0	155	0	0	155	0	0	0	0	0	0	13	0	0	13
Not specified	0	0	44	0	44	0	0	0	0	0	0	0	0	0	0	0	0	484	0	484
TOTAL REGION	86,899	404,181	8,133	-8,882	882,874	83,833	630,834	18,181	8,781	847,441	88,867	888,442	11,846	28,788	888,488	78,488	778,881	18,888	14,782	888,138
ASIA																				
Afghanistan	0	88,868	0	-428	88,888	3	18,481	0	-384	18,181	0	41,818	0	0	41,818	0	82,488	0	0	82,481
Bangladesh	88,841	2,428	0	1,873	82,148	38,782	38,847	0	2,478	78,884	28,787	32,288	0	-444	81,488	14,288	8,771	0	2,184	25,128
Bhutan	1,882	0	0	41	1,888	1,821	0	0	228	1,888	1,338	0	0	-15	1,821	1,888	0	0	14	1,888
Cambodia	0	15,281	0	-888	14,318	0	11,887	0	218	12,872	0	13,824	0	1	13,824	2,248	21,288	0	88	23,878
China	38,182	0	0	0	38,182	18,824	8,288	0	0	24,888	14,814	42,488	0	2,881	88,888	14,883	288	0	-884	18,888
East Timor	0	0	0	0	0	0	0	0	0	0	0	4,288	4,848	0	9,844	0	18,482	4,818	0	23,278
India	23,842	0	0	178	24,818	23,781	0	0	122	23,883	27,848	188	0	188	27,288	28,888	1,488	0	138	28,888
Indonesia	-2	0	0	0	-2	0	81,884	0	0	81,884	18	13,288	0	0	13,811	0	87,888	0	0	87,888
Korea D P R of	0	88,881	0	8,748	118,847	0	128,887	0	812	128,818	0	214,878	0	-18	214,888	0	121,821	0	1,148	122,888
Lao People's Dem. Rep	0	11,188	0	878	12,888	0	2,884	0	-8	2,884	0	-228	0	-74	-388	734	823	0	12	1,388
Myanmar	0	0	0	1,824	1,824	0	0	0	1,344	1,344	0	0	0	1,473	1,473	0	0	0	1,888	1,888
Nepal	4,827	5,788	0	-2	10,282	4,582	8,888	0	188	11,382	7,252	3,822	0	182	11,388	5,184	4,883	0	84	8,881
Pakistan	8,811	8,188	1,242	488	18,278	8,818	1,383	882	181	10,828	10,851	2,258	278	-81	13,838	3,888	1,288	0	15	8,112
Papua New Guinea	0	0	0	0	0	0	0	82	0	82	0	0	-8	0	-8	0	0	0	0	0
Philippines	0	2	0	0	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Sri Lanka	1,381	2,828	0	184	4,842	888	2,484	0	128	3,881	2,848	2,848	0	17	4,712	2,188	1,828	0	-8	3,828
Thailand	0	888	0	-38	872	0	3,812	0	0	3,812	0	-124	0	0	-124	0	118	0	173	288
Viet Nam	13,848	0	0	88	13,841	11,248	188	0	-2	11,412	8,838	181	0	-8	8,882	8,888	174	0	-14	18,128
TOTAL REGION	148,878	184,827	1,248	18,888	388,148	182,818	284,288	1,884	8,148	482,427	188,888	378,188	8,317	4,888	488,288	82,848	288,824	4,818	8,784	881,718

ANNEX III TABLE 2: WFP OPERATIONAL EXPENDITURES[1] BY COUNTRY, REGION AND PROGRAMME CATEGORY, 1997–2000

(thousand dollars)

	1997					1998					1999					2000[2]				
	Develop-ment	Relief	Special Oper.	Trust Funds[3]	Total	Develop-ment	Relief	Special Oper.	Trust Funds[3]	Total	Develop-ment	Relief	Special Oper.	Trust Funds[3]	Total	Develop-ment	Relief	Special Oper.	Trust Funds[3]	Total
EASTERN EUROPE AND CIS																				
Albania		2,804	0	0	2,804	0	306	0	0	306	0	-65	0	0	-65	0	1	0	0	1
Armenia		2,862	0	-2	2,860	0	6,864	0	-14	6,870	0	4,776	0	20	4,796	0	5,417	0	0	5,417
Azerbaijan		3,472	0	0	3,472	0	3,442	0	0	3,442	0	6,116	0	0	6,116	0	3,816	0	0	3,816
Bosnia and Herzegovina		0	0	-4	-4	0	0	0	-1	-1	0	0	0	0	0	0	0	0	0	0
Bulgaria		0	0	-10	-10	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Georgia	0	4,703	0	-10	4,273	0	2,900	0	0	2,900	0	6,303	0	0	6,303	0	4,356	0	25	4,380
Kyrgyzstan	0	1	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Moldova	0	0	0	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Russian Federation	0	1,100	0	0	1,100	0	-11	0	0	-11	0	330	0	0	330	0	10,240	0	0	10,240
Tajikistan	0	12,900	0	0	12,900	0	8,211	0	0	8,211	0	8,882	0	1	8,883	0	11,043	0	17	11,060
Yugoslavia, Federal Rep of	0	49,800	750	-501	47,127	0	34,000	87	480	34,467	0	100,002	4,877	-1,810	110,069	0	97,437	-84	286	97,351
Not specified	0	0	2,300	0	2,300	0	0	663	0	663	0	0	-65	0	-65	0	0	-71	0	-71
TOTAL REGION	0	76,846	3,046	-522	79,369	0	56,899	641	451	57,191	0	130,666	4,813	-469	135,277	0	132,914	-155	330	133,089
LATIN AMERICA AND THE CARIBBEAN																				
Belize	0	0		0	0	0	0		0	0	0	0		0	0	0	45	0	0	45
Bolivia	10,760	0		177	10,940	6,430	0		312	6,850	4,804	0		1,295	6,099	5,214	0	0	42	5,256
Brazil	-11	0		0	-11	0	0		0	0	0	0		0	0	0	0	0	0	0
Colombia	65	0		0	65	1,504	0		0	1,504	1,705	942		0	2,747	1,804	3,052	0	0	4,146
Costa Rica	2	0		0	0	0	0		0	0	0	0		0	0	0	0	0	0	0
Cuba	4,414	2,926		-0	7,339	2,330	1,301		51	3,679	4,363	757		445	6,464	2,534	87	0	446	2,868
Dominican Republic	1,823	0		14	1,837	5,000	0		859	5,864	1,819	3,743		726	6,411	717	363	0	-1	1,180
Ecuador	1,814	0		-5	1,811	4,870	100		4	5,169	3,000	3		0	3,003	2,500	47	0	73	2,620
El Salvador[4]	1,457	0		3	1,460	5,330	0		130	5,460	2,863	0		2,000	4,863	871	0	0	4	874
Guatemala[4]	5,004	662		131	5,796	4,101	276		232	4,609	4,413	63		-24	4,452	3,052	0	0	24	3,076
Guyana	607	0		40	1,647	616	0		0	616	1,800	0		0	1,800	40	0	0	0	40
Haiti	2,616	1,000		100	4,877	3,224	476		1,000	4,700	3,370	-15		247	3,702	6,640	0	0	21	6,660
Honduras[4]	3,877	0		93	5,006	5,207	0		314	5,511	2,570	217		2,302	4,990	607	170	0	-6	970
Jamaica	1,411	0		51	1,462	-13	0		2	-11	0	0		-1	-1	0	0	0	0	0
Mexico	-3	14		0	10	0	0		0	0	0	0		0	0	0	0	0	0	0
Nicaragua[4]	6,822	66		230	6,921	5,666	6,864		840	13,370	2,556	61,010		1,356	64,922	3,050	9,559	0	46	12,667
Panama	706	0		27	733	370	0		13	383	-6	0		-6	-6	0	0	0	0	0
Paraguay	666	0		0	666	0	0		0	0	0	0		0	0	0	0	0	0	0
Peru	3,137	0		22	3,159	6,666	0		210	6,876	6,067	0		3,349	9,416	3,656	0	0	-17	3,641
St Kitts and Nevis	0	0		0	0	0	0		0	0	0	40		0	40	0	0	0	0	0
Venezuela	0	0		0	0	0	0		0	0	0	0		0	0	0	630	0	0	630
TOTAL REGION	45,117	8,647	0	991	55,755	49,269	11,834	0	3,699	64,802	37,956	67,868	0	12,270	118,094	33,666	13,994	0	950	48,610

ANNEX III TABLE 2: WFP OPERATIONAL EXPENDITURES[1] BY COUNTRY, REGION AND PROGRAMME CATEGORY, 1997–2000

(thousand dollars)

	1997					1998					1999					2000[2]				
	Develop-ment	Relief	Special Oper.	Trust Funds 4	Total	Develop-ment	Relief	Special Oper.	Trust Funds 4	Total	Develop-ment	Relief	Special Oper.	Trust Funds 4	Total	Develop-ment	Relief	Special Oper.	Trust Funds 4	Total
MIDDLE EAST AND NORTH AFRICA																				
Algeria	0	887	0	65	952	0	4,517	0	507	5,024	0	2,161	0	572	2,733	0	4,274	0	38	4,312
Egypt	6,197	0	0	-1	6,196	4,226	0	0	1,170	5,396	3,690	0	0	60	3,749	9,136	0	0	-5	9,131
Gaza/West Bank	1,713	211	0	-13	1,912	4,551	6	0	0	4,557	2,470	118	0	0	2,588	24	1,121	0	-4	1,141
Iran	0	3,735	0	1	3,736	0	3,299	0	0	3,299	0	896	0	0	896	0	1,043	0	0	1,043
Iraq [3]	0	18,821	11,170	7,935	38,026	0	6,778	13,305	6,797	26,880	0	1,183	13,172	10,648	25,013	0	2,040	12,574	5,405	20,078
Jordan	4,824	-40	0	-15	4,769	1,991	0	0	0	1,991	2,592	296	0	0	2,889	1,199	2,529	0	0	3,728
Lebanon	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Morocco	4,314	0	0	0	4,314	407	0	0	0	407	2,617	0	0	0	2,617	2,187	0	0	2	2,189
Syrian Arab Republic	10,614	0	0	0	10,614	5,758	0	0	0	5,758	5,854	452	0	-0	6,306	4,544	1,408	0	0	5,952
Tunisia	2,765	0	0	5	2,769	-99	0	0	0	-99	8	0	0	0	8	0	0	0	0	0
Turkey	2	0	0	0	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Yemen	9,640	639	0	-0	10,279 0	5,171	684	0	-2	5,853	6,761	939	0	5	7,705	6,204	954	0	39	7,197
TOTAL REGION	39,997	24,353	11,170	7,996	83,520 0	22,014	15,284	13,305	8,473	59,076	23,993	6,055	13,172	11,284	54,504	23,293	13,379	12,574	5,526	54,771
ALL REGIONS	334,693	704,250	20,690	15,721	1,075,355	256,316	915,439	34,111	26,679	1,232,546	248,448	1,089,295	34,148	55,369	1,427,259	215,212	1,203,573	37,084	26,667	1,482,736
OTHER [4]					-856					6,762					4,311					8,299
GRAND TOTAL					1,074,500					1,239,308					1,431,570					1,491,035

[1] Excludes programme support and administrative costs.
[2] Provisional figures.
[3] Expenditures reported under Rwanda also cover those incurred under the Great Lakes emergency operation in Burundi, Congo, Democratic Republic of the Congo, Tanzania and Uganda. Expenditures reported under Liberia also cover those incurred under the Liberia regional refugee operation in Côte d'Ivoire, Ghana and Guinea.
[4] Trust Funds expenditures include bilateral, JPO and other funds in trust.
[5] Operational expenditures, that cannot be apportioned by project/operation, such as insurance.
[6] Expenditures reported under Nicaragua also cover those incurred under the Regional Emergency Operation in El Salvador, Guatemala and Honduras.
Note: Negative figures represent financial adjustments.
[7] Undefined data represent funds from United Nations Security Council Resolution 986, "Oil-for-Food" Agreement.

ANNEX III TABLE 3.A: WFP OPERATIONAL EXPENDITURES[1] FOR DEVELOPMENT PROJECTS AND RELIEF OPERATIONS BY COUNTRY SPECIAL STATUS CATEGORY AND REGION, 1997–2000 *(thousand dollars)*

	1997			1998			1999			2000[2]		
	Expenditures	% of total	Per capita (dollars)	Expenditures	% of total	Per capita (dollars)	Expenditures	% of total	Per capita (dollars)	Expenditures	% of total	Per capita (dollars)
ALL RECIPIENTS	1,057,637	100.0	0.25	1,203,868	100.0	0.30	1,369,890	100.0	0.35	1,455,869	100.0	0.37
BY SPECIAL STATUS CATEGORY[3]												
Least-developed countries	633,985	59.9	1.27	719,810	59.8	1.17	707,265	51.6	1.16	872,019	60.2	1.43
Low-income, food-deficit countries	909,734	86.0	0.26	1,073,705	89.2	0.27	1,187,503	86.7	0.28	1,288,263	88.9	0.30
BY REGION/COUNTRY GROUP												
Sub-Saharan Africa	506,226	47.9	1.14	638,660	53.1	1.41	604,747	44.1	1.35	873,398	60.3	1.95
Asia	345,540	32.7	0.13	397,282	33.0	0.13	476,303	34.8	0.16	385,965	26.6	0.13
Eastern Europe and CIS[4]	78,477	7.4	0.38	56,740	4.7	1.05	140,066	10.2	0.77	102,650	7.1	0.56
Latin America and the Caribbean	51,764	4.9	0.10	60,583	5.0	0.20	105,554	7.7	0.73	44,590	3.1	0.31
Middle East and North Africa	75,530	7.1	0.24	50,603	4.2	0.21	43,220	3.2	0.17	49,246	3.4	0.19

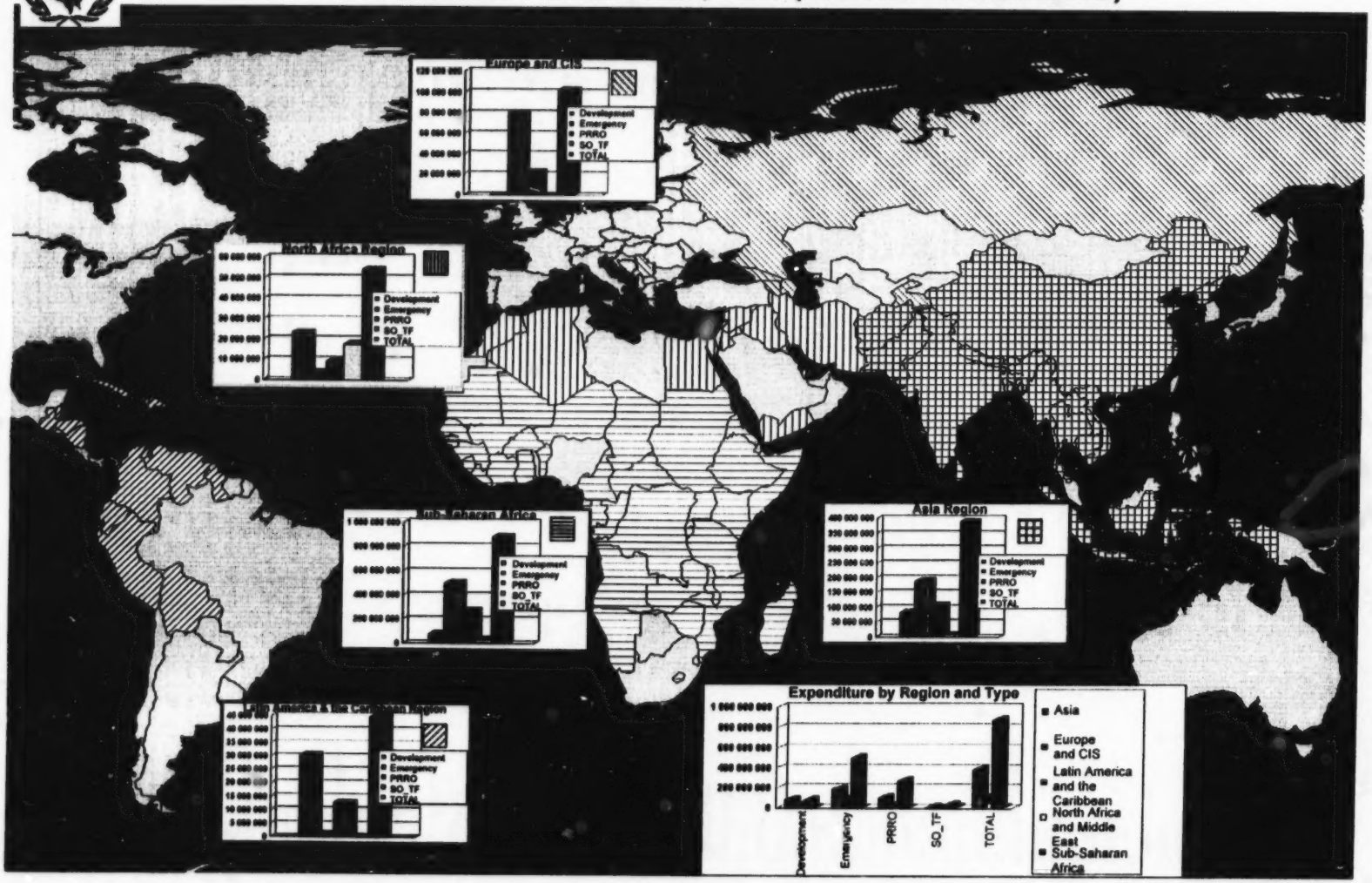
[1] Exclusive of programme support and administrative costs. Also excluded are Trust Funds (non-programmable) expenditures and operational expenditures that cannot be apportioned by project/operation, such as insurance.
[2] Provisional figures.
[3] Actual classifications for each year.
[4] Relief only.

ANNEX III TABLE 3.B: WFP OPERATIONAL EXPENDITURES[1] FOR DEVELOPMENT PROJECTS BY COUNTRY SPECIAL STATUS CATEGORY AND REGION, 1997–2000 *(thousand dollars)*

	1997			1998			1999			2000 [2]		
	Expen-ditures	% of total	Per capita (dollars)	Expen-ditures	% of total	Per capita (dollars)	Expen-ditures	% of total	Per capita (dollars)	Expen-ditures	% of total	Per capita (dollars)
ALL RECIPIENTS	**332,696**	**100.0**	**0.09**	**254,318**	**100.0**	**0.07**	**246,449**	**100.0**	**0.07**	**215,212**	**100.0**	**0.06**
BY SPECIAL STATUS CATEGORY[3]												
Least-developed countries	161,679	48.6	0.37	127,335	50.1	0.26	121,333	49.2	0.24	106,472	49.7	0.21
Low-income, food-deficit countries	300,493	90.3	0.10	221,931	87.3	0.07	220,651	89.5	0.07	195,427	91.3	0.06
BY REGION/COUNTRY GROUP												
Sub-Saharan Africa	96,912	29.1	0.27	81,035	31.9	0.19	83,658	33.9	0.19	78,480	36.7	0.18
Asia	149,670	45.0	0.06	102,010	40.1	0.04	100,803	40.9	0.04	82,843	38.7	0.03
Latin America and the Caribbean	46,117	13.9	0.09	49,259	19.4	0.16	37,995	15.4	0.26	30,596	14.3	0.21
Middle East and North Africa	39,997	12.0	0.20	22,014	8.7	0.17	23,993	9.7	0.17	23,293	10.9	0.17

[1] Exclusive of programme support and administrative costs. Also excluded are non-food items and operational expenditures that cannot be apportioned by project/operation, such as insurance.
[2] Provisional figures.
[3] Actual classifications for each year.

ANNEX IV: WFP OPERATIONAL EXPENDITURE BY REGION AND PROGRAMME CATEGORY, 2000 (IN MILLION DOLLARS)



ANNEX V, TABLE A: TOTAL CONFIRMED CONTRIBUTIONS FOR 2000 BY DONOR *(thousand dollars)*

	Development	IEFR	IRA	PRRO	SO	Others[1]	Total
African Development Bank		3,000		1,500			4,500
Algeria		10					10
Andorra	13						13
Angola				3,000			3,000
Australia	28,435	10,552	721	11,871	2,206		53,786
Austria	2,222	632					2,854
Belgium		5,371	323	589			6,284
Brunei	50						50
Canada	27,410	12,250	2,188	8,632	895	512	51,887
Canada (NGO)			43				43
China	3,400						3,400
Colombia	16						16
Cuba	15			365			380
Cyprus	10						10
Czech Republic		37					37
Denmark	27,289	7,320	910	4,834	611	945	41,908
European Community		74,219		42,375	915		117,509
Ecuador	7						7
Egypt	200	16					216
Finland	8,852	4,858	423	491		595	15,219
France	5,912	9,902	101	8,944		1,311	28,170
Germany	23,319	12,205		10,602	300	324	46,750
Greece		130					130
Hungary	65						65
Iceland	5						5
India	953						953
Iran	40						40
Ireland	1,078	4,116	297	1,865	156	126	7,639
Israel		10					10
Italy	3,590	12,363		600	2,446	938	19,936
Italy (private)		14					14
Japan	10,316	223,214	1,218	24,713		639	260,099
Japan (NGO)	70	85		20	36		212
Japan (private)	30	101	3	17	192		343
Jordan		42		42			84
Kenya		9,025					9,025
Korea, Republic of	500					88	588
Luxembourg	182	843		180			1,205
Morocco	4						4
Nepal				101			101
Netherlands	185	39,045	4,532	16,623	1,400	1,016	62,801
New Zealand	293	212		46	107		658
Norway	16,279	7,021	1,667	5,559	1,853	404	32,803
Oman	100						100
OPEC	250	300					550
Pakistan				270			270
Panama	1						1
Poland		185		15	25		225
Private donations[2]	3	37	5	11		3	59
Qatar	10						10
Saudi Arabia		2,168		794			2,962
Slovakia	15						15
South Africa		95		60	20		176
South Africa (private)					235		235
Spain	592	837	533		500	794	3,256
Sri Lanka	124						124
Sweden	3,385	10,607	2,287	11,946	2,000	553	30,778
Switzerland	700	9,105	1,180	9,249	607	894	21,735
Switzerland (private)		100					100
Syria		33					33
Tanzania		220					220
Thailand			11				11
The Hunger Site	2,385	250					2,635
United Kingdom	375	39,899	2	9,702	2,215	7,873	60,066
United Nations		225		50	390		665
United States	51,101	528,680	1,500	204,545	8,680	1,200	795,676
United States (NGO)		284					284
United States (private)	4	524		1,001	2		1,531
Bilateral contributions[3]	6,598					52,090	58,688
Total	226,384	1,030,111	17,843	389,803	25,780	70,255	1,761,123

[1] Includes JPOs and non-standard contributions.

[2] Private donors contributions include contributions from the private sector valued at less than US$10,000.

[3] Includes contributions to Iraq under United Nations Security Council Resolution 986 "Oil-for-Food" Agreement.

ANNEX V, TABLE B: MAJOR DONORS[1] TO WFP BY TYPE OF CONFIRMED CONTRIBUTION IN 2000 *(thousand dollars)*

Rank	Total		Development		IEFR		IRA		PRRO		SO	
	Donor	Value	Donor	Value	Donor	Value	Donor	Value	Donor	Value	Donor	Value
1	United States	795 676	United States	51 101	United States	528 680	Netherlands	4 532	United States	204 545	United States	8 650
2	Japan	260 099	Australia	28 435	Japan	223 214	Sweden	2 287	European Community	42 375	Italy	2 446
3	European Community	117 509	Canada	27 410	European Community	74 219	Canada	2 188	Japan	24 713	United Kingdom	2 215
4	Netherlands	62 801	Denmark	27 289	United Kingdom	39 889	Norway	1 687	Netherlands	16 623	Australia	2 206
5	United Kingdom	60 056	Germany	23 319	Netherlands	39 045	United States	1 500	Sweden	11 946	Sweden	2 000
6	Australia	53 786	Norway	16 279	Italy	12 363	Japan	1 218	Australia	11 871	Norway	1 853
7	Canada	51 887	Japan	10 316	Canada	12 250	Switzerland	1 180	Germany	10 602	Netherlands	1 400
8	Germany	46 750	Finland	8 852	Germany	12 205			United Kingdom	9 702		
9	Denmark	41 908	France	5 912	Sweden	10 607			Switzerland	9 249		
10	Norway	32 803	Italy	3 590	Australia	10 552			France	8 944		
11	Sweden	30 778	China	3 400	France	9 902			Canada	8 632		
12	France	26 170	Sweden	3 385	Switzerland	9 105			Norway	5 559		
13	Switzerland	21 735	The Hunger Site	2 385	Kenya	9 025			Denmark	4 834		
14	Italy	19 936	Austria	2 222	Denmark	7 320			Angola	3 000		
15	Finland	15 219	Ireland	1 078	Norway	7 021			Ireland	1 865		
16	Kenya	9 025			Belgium	5 371			African Development Bank	1 500		
17	Ireland	7 639			Finland	4 858			United States (private)	1 001		
18	Belgium	6 284			Ireland	4 116						
19	African Development Bank	4 500			African Development Bank	3 000						
20	China	3 400			Saudi Arabia	2 168						
21	Spain	3 256										
22	Angola	3 000										
23	Saudi Arabia	2 962										
24	Austria	2 854										
25	The Hunger Site	2 635										
26	United States (private)	1 531										
27	Luxembourg	1 205										

[1] Donors who contributed in total more than one million dollars.